YORK & NORTH YORKSHIRE COMBINED AUTHORITY









# Turning priorities into action

How and what we'll deliver over the next 3 years

CORPORATE PLAN 2026-29



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## Foreword

from **David Skaith**,
Mayor of York and North Yorkshire



> The people of York and North Yorkshire deserve to know that the promises made to them will be delivered. This Corporate Plan is our message to the region – you can trust us to get things done.

## Foreword

It's a real privilege to introduce this plan for a place I'm incredibly proud to serve. Ours is a region of stunning landscapes, proud communities and world-class heritage but what really makes it special is the people: **their resilience, their ambition, and their pride in where they live.**

Since we were formed, we've been getting on with the job – bringing partners together, securing investment, and starting to turn the promise of devolution into something people can actually see and feel. This plan is about what comes next: moving beyond setup and into making a real difference in people's day-to-day lives.

I'm optimistic about our future, but I'm also realistic about the challenges. Too many people are still shut out of opportunity. Too many places don't have the transport links they need. And for too many people, finding a decent, affordable home is still out of reach, whether that's getting onto the housing ladder, finding a secure place to rent, or staying in the community you grew up in. We can't ignore that and this plan is about taking those challenges on directly.

Over the coming years, we'll focus on what matters most: creating good jobs, improving how people get around, supporting people into work, and building safer, stronger communities. In simple terms, it's about making everyday life better. And we've also been clear that local people should be able to see what we're doing, where money is going, and whether we're delivering. That's what devolution should look like; local decisions, taken openly, with real accountability.

But this is just the start. We'll continue to work closely with our councils, with government, with businesses and with communities across the region and we'll keep pushing for more control over the decisions that shape our region, so we can invest in what really matters to local people. That will take time, but it's the right thing to do if we want to build a stronger future for York and North Yorkshire.

> This plan isn't just words on a page. It's a commitment to get things done and to make sure every part of York and North Yorkshire feels the benefit of devolution.

from **James Farrar**,
Chief Executive



“

We are now entering a period where organisational maturity must match the scale of our ambition.



# Foreword from James Farrar, Chief Executive

## This Plan sets out how the Combined Authority will translate the Mayor's priorities and our statutory responsibilities into effective delivery over the next three years.

It comes at an incredibly exciting time with the new Prime Minister publishing his ambition for devolution and the ability for local areas to take more control of the decisions that impact them.

We are a young organisation, but we have made significant progress in establishing our governance, financial and programme management arrangements. We are now entering a period where organisational maturity must match the scale of our ambition.

The plan therefore does three things:

- Clarifies the outcomes we will deliver
- Sets expectations for performance and transparency
- Strengthens our organisational governance

Great delivery requires clear policy, robust programme management and strong partnerships. We will continue to strengthen our performance framework so that decision making is informed by evidence and impact.

We are very fortunate to be at the forefront of devolution and Government's drive to move decision making closer to local places. This brings incredible opportunity for York and North Yorkshire; however, a rapidly evolving landscape brings with it complexity and change. We recognise and are ready for this challenge and to deliver the best outcomes for our communities.

Our focus is on building an organisation that is:

- Evidence led,
- Outcome driven,
- Financially resilient,
- A strong partner; and,
- Accountable to the communities we serve.

I am proud of the commitment shown by colleagues and partners in establishing the organisation.

This provides clarity for the next phase, moving confidently to become an Established Combined Authority which can demonstrate its impact. Together, we will ensure that our Combined Authority delivers measurable improvements for the people and places that we serve.

# The role of the Combined Authority



## The role of the Combined Authority

The Combined Authority is the Strategic Authority for York and North Yorkshire, championing the region's interests, building ambitious strategies and using powers and funding devolved from central government to deliver sustainable growth, better connectivity, stronger communities and improved quality of life for residents.

Led by our elected Mayor, the Combined Authority provides strategic leadership and directs investment across nine core areas:

- Transport and local infrastructure
- Skills and employment support
- Housing and strategic planning
- Economic development and regeneration
- The environment and climate change
- Health, well-being and public service reform
- Public safety
- Culture
- Rural affairs and coastal communities





# Our journey




In August 2026 Government awarded the York and North Yorkshire Combined Authority, Established Strategic Authority status, the highest level of devolution. This opens up the maximum opportunities for the region and represents a major milestone in our development.

Formed in 2024, with our first Mayor elected in May 2024, our progress reflects both our ambition and our shared commitment to delivering better outcomes for residents, businesses and communities.

In a relatively short period, we have taken big strides in delivering real change to our communities. Working closely with regional partners, we have successfully established the core structures, services and capabilities needed to operate effectively in a fast-paced and complex environment.



## Transport

We have made excellent progress in shaping a reliable, accessible and sustainable transport network. This includes the development of a draft Mayoral Local Transport Plan, investment in supported bus services and concessionary fares, a renewed commitment to delivering active travel improvements for those walking, wheeling and cycling, and record investment in highway maintenance in York and North Yorkshire.

This is already delivering significant benefits for our local communities: over 3 million under 19 concessionary fare bus tickets have been sold since 2024, York is a core element of the government's £45bn Northern Powerhouse Rail initiative, and the mayor's £4m Active Travel Fund has supported 32 local community groups to deliver improvement schemes in their area.

The team is now managing delivery of a £456m mayoral transport fund settlement over the four-year period 2026–2030. This will include improvements to bus, rail, active travel and highway maintenance across York and North Yorkshire, creating safer, healthier and more sustainable transport choices while supporting economic growth and our ambition to become a carbon negative region.

## Economy

Substantial investment has been secured to drive economic growth, skills and regeneration across the region. This includes £40m in Local Growth Funding, £40m annually for skills and employability, major investment in sustainability, innovation and exports, and support for housing and high street regeneration. Over £37m of Brownfield Housing Funding will unlock 1,700 new homes.

The £10m High Street Fund has delivered a region-wide investment in public realm, events and festivals and will result in every place having a Town Investment Plan to ensure they are able to thrive. Meanwhile the creation of 3 Mayoral Development Zones will accelerate the regeneration and delivery of York Central, Selby Growth Corridor and Scarborough.

These programmes are the adoption of an Investment Framework, strengthening local businesses, unlocking new homes, improving workforce capability and positioning York and North Yorkshire as an increasingly attractive destination for investment.



## Policing, Fire and Crime

The Mayor has established clear strategic priorities for policing, fire and community safety through statutory plans, governance arrangements and partnership working. Distinct from the Combined Authority's corporate plans, these mayoral strategies provide the framework for policing, fire and community safety partners to deliver against shared regional ambitions.

This has included the introduction of updated strategic plans, enhanced governance and scrutiny arrangements, investment in prevention and community safety programmes and a stronger emphasis on collaborative working across services and sectors.

Since inception, the Combined Authority has successfully integrated functions previously delivered through separate organisations, maintaining operational continuity while establishing a cohesive organisation to support the Mayor's policing, fire and crime responsibilities.

This has involved aligning teams, systems and processes, embedding new organisational structures, developing effective working relationships across services and partners and ensuring governance and decision-making arrangements operate effectively within the Combined Authority context.

Building on the expertise transferred from predecessor bodies, the focus has been on creating a resilient organisation capable of supporting delivery of the Mayor's priorities while responding to increasing demands and expectations.






# A Strong Foundation for the Future

Collectively, this progress demonstrates that the Combined Authority has moved quickly from formation to meaningful delivery. Strong foundations are now in place, with clear governance and an increasing ability to deliver transformational change at scale.

The York and North Yorkshire Combined Authority is now well positioned to deliver its long-term strategic ambitions for the region.

# Early impacts from devolved powers and funding




**Devolution presents us with a great opportunity. For the first time, we have greater control over the decisions, funding and powers that shape our places, our economy and the lives of our residents. This enables us to move with purpose, aligning investment more effectively, responding to local need with greater agility, and delivering change at a scale that was not previously possible.**

While long-term outcomes will take time to fully materialise, early impacts demonstrate the value of decisions being made closer to the communities and businesses that they affect, resulting in:

- Clearer, more strategic alignment
- Faster, more targeted investment decisions
- A more responsive skills and employment system
- Enhanced transport and infrastructure planning
- Stronger collective leadership
- Greater certainty for long-term delivery

Devolution is not a one-time event, but a transition. This is only the beginning. Our early experience demonstrates that when powers and funding are aligned to local priorities, decision-making is clearer, partnerships are stronger, and delivery is more responsive. Over the lifetime of this Corporate Plan, we will build on these foundations to maximise the long-term economic, social and environmental benefits of devolution for our residents, communities and businesses.

# What's next?

Devolution is about local leadership. It's about the decisions that impact on our local communities being taken in the region, with a deep understanding of what is needed to improve the lives of our citizens.

Working across York and North Yorkshire, with local partners and stakeholders, we are building ambitious strategies which set out a clear vision for our region.

Ambitious strategy must be supported by strong delivery, and we have made a good start, but we want to go further and faster to improve the lives of our residents.

Twenty twenty-six is a significant year. Government approved its Devolution and Community Empowerment Act setting out its plans for the future of devolution, then the Cabinet Office published 'Rewiring the State', its plan to place devolution at the heart of government delivery and bring growth to every postcode.

For York and North Yorkshire this is a defining moment and positions the region to unlock greater investment, exercise stronger local control and to compete more effectively on a national scale.

The future is in our hands, and we are uniquely positioned for success.

With globally recognised heritage assets, exceptional natural assets, innovative businesses and proud communities, the region has extraordinary untapped potential. This new wave of devolution gives us the tools to realise this potential by bringing power, funding and decision-making closer to the communities we serve.






# What we've learned so far...

The Combined Authority has made significant progress during its formative period. Across transport, economic growth, public safety and corporate services, we have established the foundations of a mature, devolved organisation while delivering tangible benefits for communities, businesses and partners.

Our experience to date has highlighted several key strengths:

- A strong ability to deliver at pace, balancing organisational establishment with the implementation of major programmes and investment opportunities.
- The value of bringing functions together, enabling greater alignment between economic growth, transport, housing, skills and public safety priorities.
- The importance of strong partnerships, with local authorities, businesses, public services and government working collaboratively to deliver shared ambitions.
- A culture of resilience and adaptability, allowing teams to respond effectively to the demands of a complex and rapidly evolving environment.
- Growing confidence and credibility, demonstrated through successful programme delivery, funding secured and increasing responsibilities under devolution.

# The Next Phase:
## From Establishment to Strategic Maturity

**Having successfully established the Combined Authority and built strong delivery momentum, our next phase is focused on strengthening the organisation for the opportunities and responsibilities that lie ahead.**

The national devolution agenda is entering a new phase. Under the Government's commitment to shift decision-making closer to communities and empower places to drive their own growth, Combined Authorities are likely to play an increasingly significant role in shaping economic development, public service reform, infrastructure investment and local outcomes.

For York and North Yorkshire, this means ensuring we are not only capable of delivering our current responsibilities effectively, but also prepared to respond rapidly and confidently to future devolved functions as they emerge. The agility, resilience and collaborative leadership demonstrated during our establishment period now need to be matched by the systems, capabilities and organisational maturity required to operate at greater scale and complexity.





## Our focus will be to:

- Embed clear, efficient and transparent governance that supports effective decision-making and accountability.
- Strengthen our Corporate Plan and Target Operating Model to ensure resources, structures and priorities remain aligned to our long-term ambitions.
- Enhance assurance, performance management and strategic oversight to support increasingly complex programmes, funding arrangements and statutory responsibilities.
- Build the organisational capacity and flexibility required to mobilise quickly when new powers, funding opportunities or devolved responsibilities become available.
- Empower leaders and teams through clear accountabilities, streamlined processes and a culture of continuous improvement.
- Deepen collaboration with local authorities, businesses, public services, communities and government to maximise collective impact across the region.
- Develop the resilience and capability needed to lead transformational change while maintaining high-quality delivery of existing priorities.

The Combined Authority's first period has demonstrated an ability to establish, adapt and deliver at pace. The next stage is to build on those foundations, creating a strategically mature organisation that remains agile enough to seize new opportunities and ambitious enough to help shape the future of devolution. By doing so, York and North Yorkshire will be well placed to maximise future devolved powers, attract investment and deliver lasting benefits for residents, businesses and communities across the region.

# Our vision for York and North Yorkshire

A thriving and confident York and North Yorkshire, where every community feels safe and is connected to opportunity.

**Our purpose is to work with our partners, within the region and beyond, to develop and deliver the policies and plans, programmes and services that will benefit our communities.**



**These will be achieved by:**

- Taking a long-term, strategic view, shaping change and striving to make a difference every day.
- Providing ambitious and strategic leadership so that York and North Yorkshire's presence is felt nationally and internationally.
- Seeking public trust and confidence in our decision making by engaging our communities.
- Working closely with Government, gaining their trust in our ability to deliver on the national missions.
- Working sustainably and in partnership with local authorities, emergency services, businesses and partners.
- Using data, evidence and local insights to understand how our delivery can positively impact our communities and places.

Mayor David Skaith's plan is to help build healthy and thriving communities across York and North Yorkshire. The Mayor's priorities include developing healthy and resilient communities that are connected to opportunity, where people live in warm and affordable homes, are connected to the outdoors and where there are safe places for all.

The Mayor's priorities are at the heart of the Combined Authority's strategic plans, priorities and supporting strategies.

# What we're focusing on



**What we're focusing on**

## To translate ambition into action, we have developed a focused set of strategic priorities for 2026–2029.



These priorities provide the framework through which we will:

- Concentrate investment and effort.
- Deliver measurable outcomes for communities, businesses and residents.
- Align organisational resources to strategic goals.
- Strengthen accountability and performance.
- Create a clear line of sight from vision through to delivery.

Together, these priorities form the strategic architecture for regional transformation.

They will ensure that by 2029, York and North Yorkshire is recognised not only for successful devolution, but for using that devolved power to deliver meaningful, lasting and inclusive change.

1

# Accelerate and deliver inclusive economic growth

## We will:

- Develop ambitious strategies to drive opportunity and growth across the region
- Use our convening power to align public and private investment into priority sectors and places
- Increase delivery of affordable homes
- Align devolved skills funding with employer demand
- Improve progression routes for young people and adults
- Strengthen links between skills, transport and economic policy
- Design funding programmes and procurement strategy to drive social value outcomes and promote opportunities for small and medium sized businesses

## Challenges:

- Ongoing national economic uncertainty and constrained public investment
- Short-term and fragmented funding programmes
- Productivity and skills gaps across parts of the region

## Opportunities:

- Devolution enabling more locally tailored investment decisions
- National focus on productivity, innovation and regional growth
- Strong potential to better align skills, infrastructure and business support.

## What will be different by the end of the plan:

- A clearer economic focus, with fewer but higher-impact interventions
- Improved access to opportunity in priority communities
- Stronger alignment between jobs, skills and growth investment

# Tackle climate change to deliver a sustainable future

2

## We will:

- Accelerate delivery of net zero commitments across the Combined Authority and region
- Support decarbonisation of transport, housing and business activity
- Invest in nature recovery, biodiversity and natural capital
- Support low-carbon skills, innovation and green job creation
- Work with partners to reduce carbon emissions across the public sector
- Promote climate resilience and adaptation across communities and infrastructure

## Challenges:

- High upfront costs of decarbonisation and infrastructure change
- Complex and evolving national policy landscape
- Behavioural and system change required across multiple sectors

## Opportunities:

- Significant potential for green growth and low-carbon job creation
- National and international investment in net zero transition
- Ability to integrate climate goals into transport, housing and economic growth

## What will be different by the end of the plan:

- Evidence that we are on track to meet our ambition to be a carbon negative region by 2040
- Growth in green jobs, skills and low-carbon industries
- Greater climate resilience across places, infrastructure and communities

3

# Deliver an integrated transport system that connects people to opportunity

## We will:

- Invest in buses to make them more reliable and affordable across the York and North Yorkshire region
- Increase investment into maintaining and improving the safety of our road infrastructure for users
- Improve delivery of Active Travel Schemes and our Active Travel England capability ratings
- Work locally, regionally and nationally to influence regional and national transport investment

## Challenges:

- National transport funding uncertainty and changing policy direction
- Rising costs and complex delivery environments
- Fragmented legacy transport systems, particularly across rural and coastal areas of the region

## Opportunities:

- National funding and policy support towards delivery of an integrated and decarbonised transport network
- Devolution of transport powers enabling network integration and cross-border partnership working
- Ability to align transport investment with economic, social and environmental outcomes

## What will be different by the end of the plan:

- A more reliable, affordable and integrated public transport system
- Increased bus usage across the region
- Improved transport connectivity supporting economic growth
- Increased active travel participation

4

# Communities will thrive, be safe and healthy

## We will:

- Target investment to support disadvantaged communities and improve life chances
- Support access to good quality housing, skills, employment and essential services
- Strengthen community resilience and safety through partnership working and collaboration with policing, fire, community safety and safeguarding partners
- Embed inclusive growth and social value across programmes and commissioning

## Challenges:

- Rising demand on public services alongside reduced local government funding
- Limited direct controls over health and social care systems
- National policy fragmentation across health, wellbeing and prevention

## Opportunities:

- Stronger partnership working across public services
- Growing recognition nationally of the link between wellbeing and economic outcomes
- Ability to support place-based prevention and early intervention

## What will be different by the end of the plan:

- Reduced inequalities through targeted and joined-up investment
- Communities feeling safer, more resilient and better supported
- Stronger alignment between public services delivering social value and wellbeing outcomes

5

# Build a high-performing organisation

## We will:

- Maintain a sustainable Medium-Term Financial Strategy
- Develop and embed a People Strategy focused on capability and culture
- Deliver an organisation-wide transformation programme
- Strengthen governance, transparency and decision-making
- Be an outward facing organisation that actively seeks stakeholder and partner feedback to improve the ways in which we work

## Challenges:

- Building organisational maturity while maintaining delivery pace
- Managing financial uncertainty alongside growing ambition
- Embedding consistent culture and ways of working across a developing organisation
- Increasing complexity across programmes and partnerships

## Opportunities:

- Designing modern systems and governance without legacy constraints
- Building a high-performance, values-led organisational culture
- Embedding data-led decision-making and continuous improvement
- Strengthening strategic partnerships and regional leadership
- Using devolution to attract talent and build capability

## What will be different by the end of the plan:

- A confident, mature and high-performing organisation
- Clear, transparent governance and strong financial stewardship
- A consistent culture focused on delivery, learning and improvement

# Deliver Best Value

## We will:

- Strengthen governance, assurance and decision-making
- Build organisational capability and leadership culture
- Improve performance management, evaluation and transparency

## Opportunities:

- Stronger devolution enabling clearer local accountability
- Ability to standardise performance, assurance and evaluation
- Improved alignment of investment and outcomes

## Challenges:

- Short-term funding cycles increasing complexity and pressure
- High expectations around assurance, governance and value for money
- Need to demonstrate impact in a developing system

## What will be different by the end of the plan:

- Strong confidence from Members, government and partners
- Clearer accountability and stronger delivery grip
- Consistent demonstration of value for money and impact

# Social Value

**Social Value is the additional social, economic, and environmental benefits created for communities through an organisation's activities, spending, or services.**

York and North Yorkshire Combined Authority is committed to making the most of every pound spent in the region. We will ensure that our programmes and funding decisions benefit our communities by supporting local people, local businesses and resilient regional supply chains.

We also recognise that happy, healthy people are more economically productive and that quality of life underpins the economic success of York and North Yorkshire.

We are already investing to deliver this; our Natural Health Service pilot, uses nature-based activities to improve health and wellbeing, whilst our investments in movement, activity and sport aims to increase participation and reduce health inequalities.

These social values principles will now be embedded across our activity, to enhance community wellbeing, strengthening local economies and improving long term outcomes through public investment.

Across our commissioning and procurement activity, we will seek to prioritise suppliers who contribute to growth and wellbeing in our region, whether by creating high-quality employment, supporting skills development, or investing back in our communities within project delivery.

Drawing on national best practice, we will work to ensure that investment not only delivers its immediate objectives but also has lasting economic benefits to help our communities prosper and support the environment.

# What success looks like

The York and North Yorkshire Combined Authority exists to bring people, places and opportunities together so the whole region can thrive. Our role is to lead change at a scale that no single organisation can achieve alone; shaping a stronger economy, responding to climate change, supporting safer and healthier communities, improving quality of life, and building a more sustainable future for generations to come.

We don't measure success simply by how many projects we deliver. We measure it by the real, lasting difference we make to people's lives, the strength of our local economy, and the resilience of our communities. Our vision is brought to life through six outcomes that describe the future we are working towards.



CORPORATE PLAN FRAMEWORK

# Where we are now

## The local context behind our six outcomes

01

### MORE PEOPLE IN WORK

**97,000**

People are currently outside the labour market

02

### LOWER CARBON EMISSIONS

**7.6**

Tonnes of greenhouse gas emissions per person

03

### HIGHER HOUSEHOLD INCOMES

**~8x**

The annual wage is needed to afford a house

04

### HEALTHIER AND HAPPIER COMMUNITIES

**64.5**

Healthy life expectancy for women across the region

05

### SAFER COMMUNITIES

**818,300**

Residents across York and North Yorkshire

06

### STRONGER BUSINESS PERFORMANCE

**£38.20**

Gross value added per hour worked (2023)

Taken together, these outcomes describe what success looks like for our region. The Combined Authority will be trusted, transparent and focused on delivery. We will work in partnership, use public money well, and stay focused on results that genuinely matter to people.

Most importantly, these outcomes are not just a statement of intent - they are our shared commitment to the region. They guide the decisions we make, shape how we measure progress, and define what we hold ourselves accountable for.

CORPORATE PLAN FRAMEWORK

# The difference we're making

## Our impact so far across the six outcome

01

### MORE PEOPLE IN WORK

**20,000**

Individuals supported to engage in upskilling, training or qualifications so far.

02

### LOWER CARBON EMISSIONS

**£2.4m**

Carbon Negative Challenge Fund, funding innovations which accelerate decarbonisation.

03

### HIGHER HOUSEHOLD INCOMES

**902**

Affordable homes to be built through Brownfield Housing Fund.

04

### HEALTHIER AND HAPPIER COMMUNITIES

**£4m**

Mayoral Active travel fund, spanning FY 25/26–27/28.

05

### SAFER COMMUNITIES

**52,000+**

Referrals received, supporting victims of crime, vulnerable people, offenders and community priorities so far.

06

### STRONGER BUSINESS PERFORMANCE

**3,600+**

Businesses supported so far, including 583 people supported to start a business

# How we will deliver

Our Corporate Plan sets out a bold vision for York and North Yorkshire, a region that is thriving, inclusive and sustainable. As a Combined Authority, we have a unique role in bringing together local authorities, businesses, communities, and government to deliver transformational change.

Our Corporate Plan will be delivered through a focused, collaborative, and accountable approach, guided by our Target Operating Model design principles. These principles shape how we work, how we lead, and how we achieve the best outcomes for York and North Yorkshire.

## Strong Partnerships

We will work across sectors and boundaries to build strong, trusting relationships that deliver real results for our communities. By aligning priorities with our partners, from local councils and businesses to education providers and the voluntary sector, we will create joined-up solutions that maximise impact and resources.

## Strategic Leadership

Driven by robust evidence and local intelligence, we will provide ambitious leadership that positions York and North Yorkshire as a destination for investment, innovation, and opportunity. We will champion our region nationally and internationally, securing the funding, infrastructure, and policy support needed to deliver long-term prosperity.

## Excellence in Delivery

We will maintain a relentless focus on delivery, building high-performing teams that work seamlessly across programmes and geographies. Our governance and delivery structures will ensure clear accountability, effective oversight, and the agility to respond to emerging opportunities and challenges.

## Support Services

We will ensure consistency, compliance and high performance across the organisation. By streamlining processes and sharing expertise, we will enable our delivery teams to focus on achieving the outcomes that matter most to our residents and businesses.

## Measuring success

We will measure the success of our Corporate Plan through a transparent, evidence-based framework that ensures accountability to our communities, partners, and government.

### Clear performance indicators

Each strategic priority will have defined measures of success, linked to tangible outcomes for people, places, and the economy. These will be tracked regularly to assess progress and identify areas for improvement.

### Regular reporting and oversight

Quarterly performance reports will be presented to the Combined Authority Board and Scrutiny Committees, so elected leaders have the insight needed to challenge, support and guide delivery.

### Community and stakeholder feedback

We will actively seek feedback from residents, businesses, and partners through consultations, surveys, and engagement events, ensuring our work reflects the needs and aspirations of the region.

### Benchmarking and best practice

We will compare our performance with other combined authorities and national standards, learning from best practice to continually improve our approach.

## Aligned to our Target Operating Model (TOM)

Our Target Operating Model sets out the principles that underpin how we work as an organisation. To ensure these principles are being achieved in practice, we will measure progress against four key areas:

### Strong partnerships

The quality, effectiveness and impact of our collaboration across the region.

### Strategic leadership

Our success in securing investment, influencing policy and creating opportunities that benefit the region.

### Excellence in delivery

How effectively we translate plans and funding into tangible outcomes and benefits.

### Effective support services

The efficiency, reliability and compliance of the systems and services that enable delivery across the organisation.

We will use performance data and feedback to refine our approach and adapt to changing circumstances. We will remain agile, innovative and forward-looking.



# What supports delivery?

Delivering the Combined Authority's strategic priorities and long-term regional ambitions requires more than effective programmes alone. It depends on building and sustaining a high-performing, resilient and mature organisation with the institutional capability to deliver transformational change at scale.

Our organisational enablers represent the enterprise-wide systems, leadership, culture and capabilities that will underpin delivery confidence, strategic oversight and long-term public value. These foundations will ensure the Combined Authority is equipped not only to meet immediate priorities, but also to operate with the agility, resilience and maturity required to respond to future opportunities and challenges.

Strong governance, proportionate assurance and transparent decision-making will provide the strategic control environment necessary to support delivery while maintaining public trust and accountability. Financial sustainability, robust resource planning and disciplined investment management will ensure that every decision maximises impact and supports long-term regional prosperity.

Our workforce will be a critical driver of success. We will continue to build a skilled, diverse and empowered organisation with the leadership, capability and culture needed to deliver complex system-wide priorities. Through organisational development, continuous improvement and a strong performance culture, we will strengthen our institutional capacity over time.

Data, intelligence, digital capability and evaluation will become core strategic assets, enabling evidence-led policy, stronger service design, predictive insight and more effective investment decisions.

A mature portfolio, programme and project management environment will provide a clear line of sight from strategy through to delivery and measurable outcomes, ensuring major programmes are prioritised effectively, risks are managed proactively and benefits are realised consistently.

Partnerships will remain fundamental to how we operate. By embedding collaborative leadership and shared accountability across the region, we will align capability, expertise and resources to maximise collective impact.

Together, these enablers will create an organisation that is strategically mature, operationally excellent and positioned to deliver sustained regional transformation.

## Governance and assurance

### Current situation

Core governance structures, constitutional arrangements and assurance frameworks have been successfully established, providing the foundations for lawful, transparent and accountable decision-making.

### Strategic ambition

Governance and assurance will evolve into a highly effective enabling framework that balances pace of delivery with robust oversight. As organisational maturity grows, governance arrangements will become increasingly streamlined, transparent and proportionate, strengthening accountability while supporting innovation and agility.

### What 'good' looks like

Governance is recognised internally and externally as a strategic enabler of delivery excellence, providing confidence to government, partners and communities alike.



## Financial management and investment

### Current situation

The organisation has established core financial planning, investment frameworks and medium-term resource strategies aligned to current funding settlements and delivery priorities.

### Strategic ambition

Financial strategy will become fully integrated with corporate planning, investment prioritisation and programme delivery, ensuring a seamless connection between ambition, resource allocation, outcomes and long-term sustainability.

### What 'good' looks like

The Combined Authority demonstrates exemplary stewardship of public investment, with clear strategic alignment from funding through to measurable economic and social outcomes.



## People, culture and leadership

### Current situation

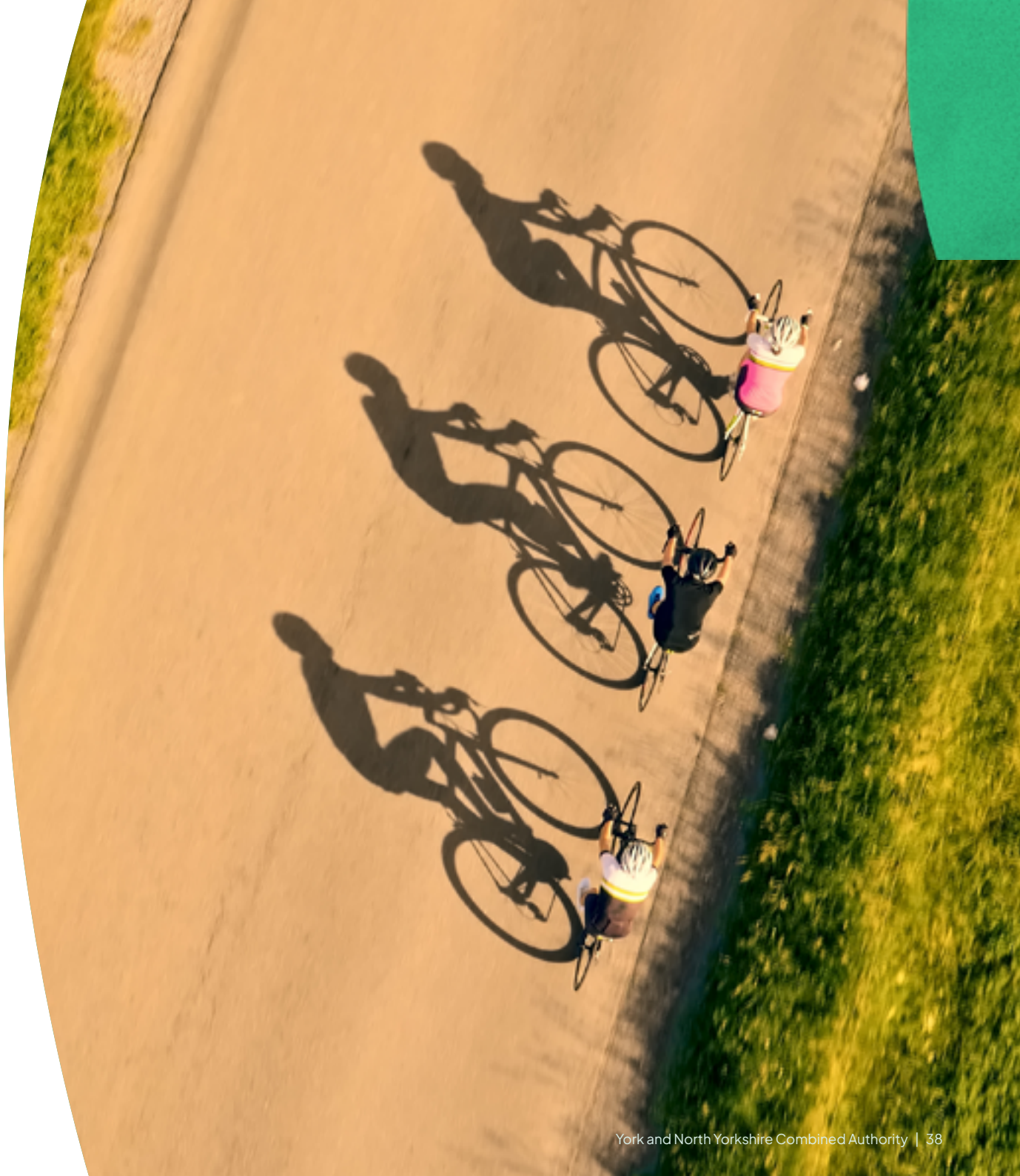
Strong progress has been made in workforce establishment, leadership recruitment and embedding organisational values.

### Strategic ambition

We will develop a future-focused organisational culture that reflects system leadership, high performance and continuous improvement. Through a comprehensive People Strategy, Target Operating Model and transformation roadmap, we will ensure our people, structures and processes are aligned to strategic delivery.

### What 'good' looks like

A confident, high-performing workforce operating with shared purpose, strong leadership and the capability to deliver transformational outcomes across organisational and partnership boundaries.



## Portfolio, Programme and Project management

### Current situation

Significant delivery infrastructure is in place, with major programmes already being managed across a growing investment portfolio.

### Strategic ambition

An organisation-wide delivery model will provide consistent prioritisation, governance, controls and assurance across all programmes. This will strengthen strategic oversight, delivery predictability, benefits realisation and long-term transformation confidence.

### What 'good' looks like

The organisation has full strategic visibility of its delivery portfolio, enabling confident, evidence-led delivery of major programmes with measurable impact.



## Data, insight and evaluation

### Current situation

Data and performance information are being utilised, though capability remains fragmented and requires further maturity.

### Strategic ambition

Data, insight and digital capability will be transformed into a strategic organisational asset, supporting predictive decision-making, policy innovation, resource targeting and demonstrable impact.

### What 'good' looks like

The Combined Authority is recognised as an intelligence-led organisation, where strategic decisions are consistently informed by robust evidence, evaluation and regional insight.



## Communications and engagement

### Current situation

Communications services are operationally functional but require greater strategic alignment.

### Strategic ambition

Communications and engagement will become a strategic driver of reputation, public trust, stakeholder confidence and organisational cohesion. A proactive approach will strengthen regional influence, government relationships and transparency.

### What 'good' looks like

The Combined Authority is widely understood, trusted and recognised as an ambitious, effective and accountable regional leader.



Jim Poyner. Courtesy of Aesthetica Film Festival

# How decisions are made and prioritised

The Combined Authority is responsible for making decisions on matters that affect the region, with certain powers reserved exclusively to the Mayor. The Authority is led by the directly elected Mayor, David Skaith, who chairs the Combined Authority Cabinet and works alongside appointed members from North Yorkshire Council and City of York Council to set strategic direction, agree priorities and oversee investment across the region.

The Mayor and Combined Authority are supported by committees, advisory boards and the Combined Authority Leadership Team, helping to ensure decisions are evidence-based, informed by specialist advice and focused on delivering positive outcomes for residents, businesses and communities.

## Strong governance and accountability sit at the heart of our decision-making.

The Combined Authority Cabinet is responsible for decision-making relating to the Authority's economic development functions, including transport, skills, housing, sustainability, regeneration, business support and investment.

The Mayor also holds separate responsibilities for policing, crime and fire and rescue services, which operate through distinct governance arrangements that reflect their statutory duties and operational requirements. While accountability for these functions rests with the Mayor, certain responsibilities are delegated to the Deputy Mayor for Policing, Fire and Crime. Separate governance, scrutiny and advisory arrangements are in place to support decision-making and oversight in these areas, ensuring that policing, crime and fire services receive appropriate focus while maintaining appropriate links to wider regional priorities.

All boards, committees and advisory bodies operate in accordance with the Combined Authority Constitution and Access to Information Rules, ensuring decision-making remains open, transparent and accountable.

This governance framework enables the Combined Authority to make informed decisions, prioritise resources effectively and respond to emerging opportunities, while ensuring robust oversight across all areas of responsibility and delivering the benefits of devolution for York and North Yorkshire.



**Jo Cole**
Deputy Mayor for Police and Crime




## Our Police, Fire and Crime Functions

The Combined Authority acts as the Fire and Rescue Authority for York and North Yorkshire.

The Mayor exercises Police and Crime Commissioner functions for York and North Yorkshire, setting policing priorities, strategic direction and expectations for performance. The Combined Authority is the Fire and Rescue Authority for the area and its fire and rescue functions are exercised solely by the Mayor.

In both areas, the Mayor sets the strategic direction, budgets and precepts, informed by the views and needs of local communities. The Chief Constable exercises statutory operational independence in policing, whereas the Chief Fire Officer provides professional and operational leadership of the Fire and Rescue Service.

**In carrying out these functions, the Mayor is subject to independent scrutiny and assurance from:**

- **Police, Fire and Crime Panel** who provide open and democratic scrutiny of the Mayor's Police, Fire and Crime responsibilities, including precepts, strategic plans and decisions.
- **Independent Assurance Committee (Fire)** who provide independent scrutiny and assurance of governance, risk, internal control and audit arrangements relating to the Mayor's Fire and Rescue Authority functions.
- **Joint Independent Audit Committee (Police)** who provide independent assurance and oversight of governance, risk, internal control and audit arrangements relating to North Yorkshire Police and the Mayor's respective Police and Crime functions.

# Financial context and affordability

The Combined Authority operates within an evolving financial environment, shaped by national funding policies, local government finance pressures, and an increasing demand for services and investment. Resourcing delivery will be underpinned by the need to remain financially sustainable, whilst maximising the impact of available funding to achieve agreed outcomes.

We will apply clear and consistent funding principles to guide decision-making. Resource will be aligned to strategic outcomes, represent value for money and support long-term sustainability. These principles will emphasise affordability, transparency, partnership working, and the effective use of both revenue and capital funds. Spending will be focused on regionally agreed strategic priorities that have been developed in an Investment Framework through KPMG. This is to support decision making and create an investment pipeline aligned to these priorities.

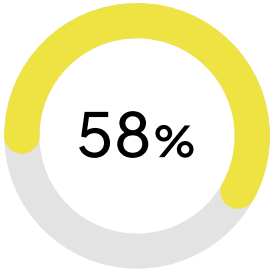
## Known funding streams and constraints

The Combined Authority's funding is drawn from a mix of devolved funding, grants, locally generated income and partner contributions. We will actively manage such constraints through robust financial planning, horizon scanning and engagement with central government and partners to maximise opportunities to mitigate risk.

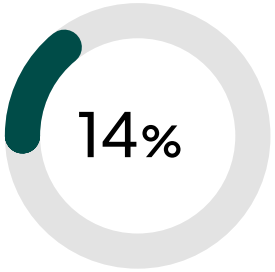
## Approach to prioritisation and value for money

Difficult choices will always need to be made. We will prioritise investment based on evidence of impact, aligned with agreed outcomes, and the potential to deliver inclusive and sustainable growth. Value for money will be assessed in financial terms, as well as through social, economic and environmental benefits. Subsequently, investment decisions will deliver the greatest return for our communities. In addition to the Investment Framework referenced above, we have developed a Project Overview Document approach which requires a business case approach for each investment that is aligned to both green book principles and our own Assurance Framework.

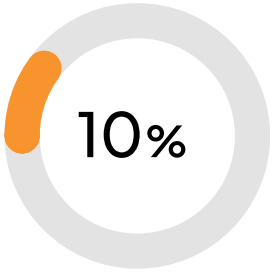
# 2026/27 budget by priority area



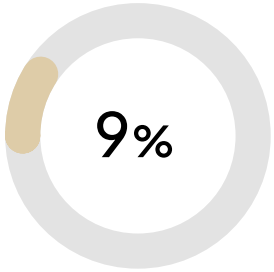

Transport



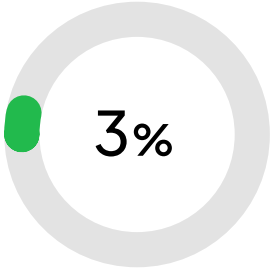

Workforce and Skills



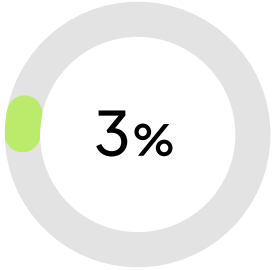

Inclusive Economic Growth



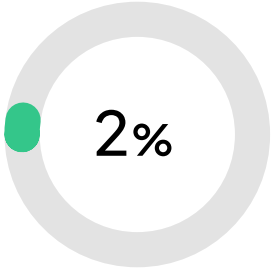

Housing



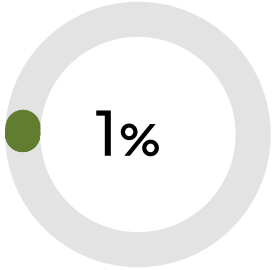

Core Operating Costs




Carbon Negative Region




Vibrant and Sustainable Places




Healthy and Thriving Communities

# Performance and accountability

## How we will know we're succeeding

Strong performance management and accountability are critical to demonstrating progress, maintaining public confidence and enabling continuous improvement. We will use clear measures and transparent reporting to understand if actions and activities are delivering the outcomes we intend.

## Outcome-aligned performance measures

Performance measures will be directly aligned to the outcomes set out in this plan, focusing on the difference we are making rather than activity alone. A balanced set of indicators will be used to track performance over time, combining quantitative data with qualitative insight (where appropriate).

## Reporting and transparency

We are committed to open and transparent reporting to members, partners and the public. Performance information will be reported regularly through established governance arrangements, enabling scrutiny, informed decision-making, and timely corrective action where required.

## Evaluation of impact and learning

Evaluation will be embedded within programmes and projects to assess impact and effectiveness. Learning from evaluation will be used to refine approaches, inform future investment decisions, share best practice across the organisation and with partners.



# What could affect delivery

Proactive risk management will be essential to maintaining momentum and adapting to change.

## Strategic risks

Strategic risks may include changes in national policy or funding, economic uncertainty, capacity constraints and the pace of organisational maturity. These risks will be monitored through the Combined Authority's risk management framework and reviewed regularly by senior leadership and members.

## Dependencies on partners and government

Many of our ambitions rely on effective collaboration with constituent councils, delivery partners and central government. Successful delivery depends on shared priorities, clear responsibilities and timely decision-making across organisational boundaries.

As a Combined Authority, our role is to bring together regional capability and build partnerships that deliver meaningful outcomes for our communities.

Our commitment to partnership starts with North Yorkshire Council and City of York Council, alongside North Yorkshire Police, North Yorkshire Fire & Rescue Service and a wide range of stakeholders. Given our responsibilities across economic development and policing, fire and crime functions, lasting partnerships are essential to delivery.

We recognise that achieving our vision, and the Mayor's, depends on working successfully with others.

Effective partnerships:

- Promote collaboration, trust and transparency
- Create an engaging environment, with shared learning and a focus on outcomes
- Take a solution-focused approach that enables progress
- Reflect different perspectives, contexts and shared ambitions
- Value and enable the contribution of all partners
- Build confidence in one another and the impact we can achieve together

## Mitigation approach

We will take a proactive approach to managing risks through early identification, clear ownership and contingency planning where appropriate. Strong governance, effective partnership working and regular review will help keep delivery on track.

# Our focus is clear

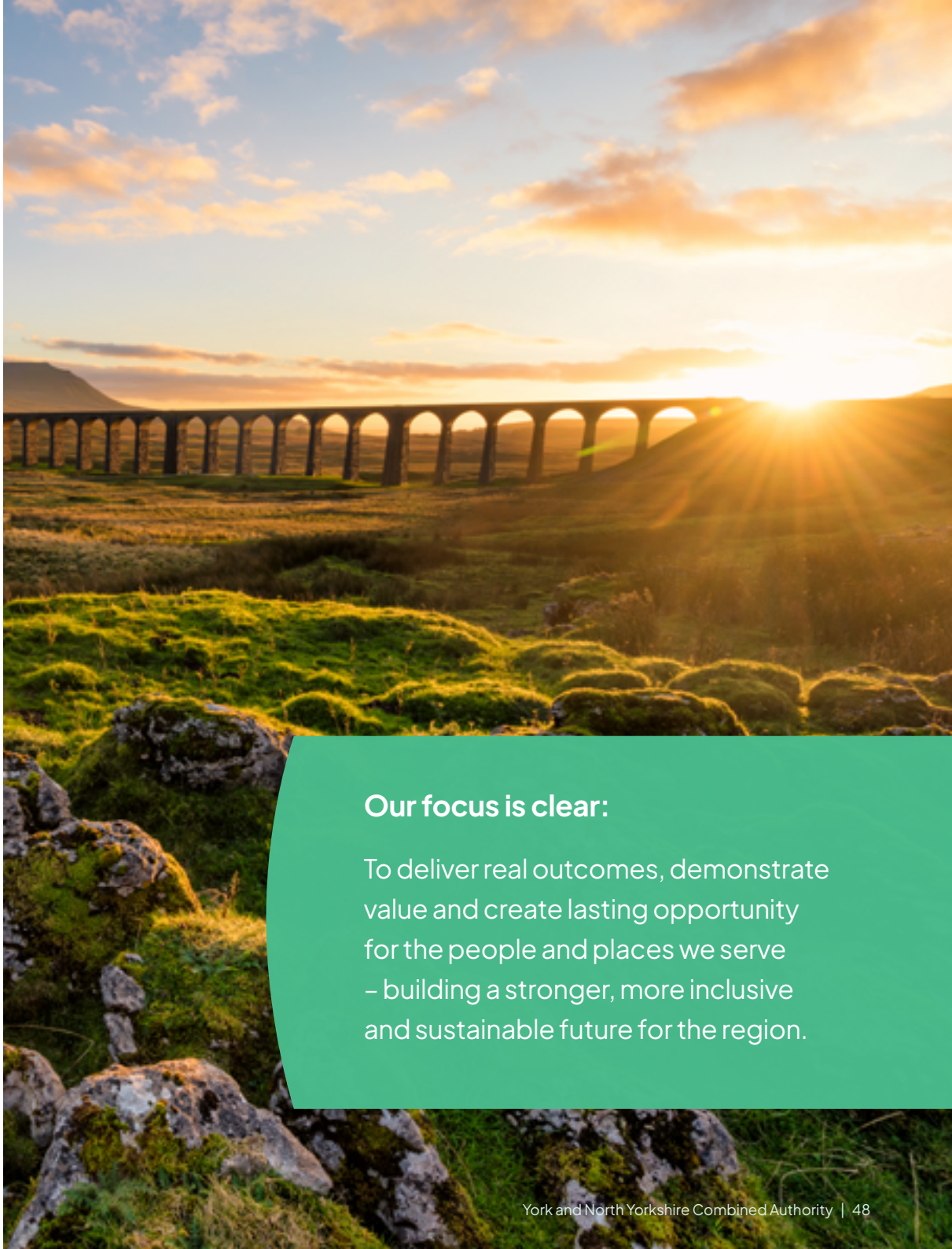
This Corporate Plan sets out how we will work with partners to deliver meaningful, measurable improvements for our communities, businesses and places.

It provides a clear framework for decision-making and delivery, ensuring we focus resources where they will have the greatest impact and create long-term value for the region.

Over the life of this plan, we will continue to strengthen our organisational capability, governance, financial sustainability and delivery confidence. This will ensure we remain a trusted, high-performing Combined Authority, able to deliver complex programmes at pace whilst maintaining strong accountability for public funding.

Delivery of our priorities will be underpinned by strong partnership working with local authorities, government, business, the voluntary and community sector and our residents. Together, we will make sure that investment translates into real improvements in opportunity, prosperity, sustainability and quality of life across the region.

We will track progress transparently, using data, insight and evaluation to measure impact, demonstrate value for money and continuously improve how we deliver. The Combined Authority will remain focused on outcomes, responsive to change and accountable to the communities that we serve.



**Our focus is clear:**

To deliver real outcomes, demonstrate value and create lasting opportunity for the people and places we serve – building a stronger, more inclusive and sustainable future for the region.

YORK & NORTH YORKSHIRE COMBINED AUTHORITY | DAVID SKAITH MAYOR

**York and North Yorkshire Combined Authority**
**Corporate Plan**

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