
Report to: West Yorkshire Combined Authority

Date: 11 October 2018

Subject: **Corporate planning and performance**

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Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	N/A

1. Purpose of this report

- 1.1 To provide the West Yorkshire Combined Authority with an update on corporate performance including progress against corporate plan priorities, risk management and budget position.

2. Information

Corporate Plan 2018/19

- 2.1 The Combined Authority's annual Corporate Plan sets out the vision and mission for the organisation and also highlights the long term regional ambitions, which the Combined Authority will play a major role in contributing towards. These ambitions fall under the key themes of boosting productivity, enabling inclusive growth and delivering 21st century transport.
- 2.2 A set of 14 headline success measures has been developed in order to measure the Combined Authority's success in contributing towards these regional ambitions. An update on progress against these success measures is provided as part of the performance snapshot report which is provided at **Appendix 1**.

- 2.3 This shows that while the majority of indicators are assessed as 'green' and therefore on track to be met, there is currently one indicator assessed as red which relates to the delivery of refurbished floorspace through skills capital projects. At present it is estimated that this target won't be fully met in 2018/19, due to an unanticipated delay in the programme for one of the key projects.

Corporate Plan 2019/20 development

- 2.4 Work is continuing on the development of integrated budget and business plan proposals for the 2019/20 financial year. Approval to these proposals will be sought at the Combined Authority meeting of February 2019 and the approved version will then go on to form the basis of the 2019/20 Corporate Plan.
- 2.5 Further information about the detailed process to develop the 2019/20 business plans and associated budget is provided in the medium term financial strategy and budget report provided at Agenda Item 6.
- 2.6 It is expected that the current corporate priorities of boosting productivity, enabling inclusive growth and delivering 21st Century transport (with a key focus on delivery and devolution to achieve these), will remain the core organisational focus moving into the 2019/20 financial year. The emphasis will however shift onto ensuring that these priorities are fully embedded and clearly linked to the priorities of each directorate, team and individual.

Corporate risk update

- 2.7 As previously reported to the Combined Authority a review of corporate risk management arrangements has been undertaken and this has resulted in the development of an updated corporate risk management strategy. This strategy has recently been further refined to take account of feedback received from the Governance and Audit Committee and the Data Protection Officer, who is advising on specific processes to manage Information Governance risks.
- 2.8 As part of the work to refresh corporate risk management arrangements, each Directorate has recently undertaken a detailed review of their directorate level risk registers. In light of these updates the corporate risk register for the organisation has subsequently been updated. A summary of the updated corporate risk register is attached at **Appendix 1** as part of the performance snapshot report.
- 2.9 A number of new risks have been added to the corporate risk register to reflect those risk items which have been escalated as a result of directorate level risk reviews. This has resulted in one new 'very high' rated risk and six new risks assessed as 'high' being added to the register.
- 2.10 The additional 'very high' risk relates to the possibility of corporate priorities not being met as a result of outdated organisational infrastructure and processes. While the assessment of this risk has resulted in a 'very high'

rating being awarded at the current time, the projects which have been approved and are now underway as part of the transformation programme and the corporate technology programme are specifically designed to address this risk. The rating of 'very high' is therefore mitigated by the delivery of these critical organisational change programmes that are now moving forward at pace.

- 2.11 Six additional 'high' risks have been added to the corporate risk register. These include items relating to third party suppliers being unable to deliver against contracts, failure to secure sufficient revenue funding to deliver key services and risks associated with changing external conditions which are outside of the control of the Combined Authority.
- 2.12 Regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly.

Revenue budget position

2018/19

- 2.13 A summary of the 2018/19 current spend to budget as at August 2018 is attached at **Appendix 2**. A RAG rating has been included to identify budgets that need further review. There are no 'red' areas of concern to report.
- 2.14 The approved annual budget included a £1.4m deficit to be funded from general reserves. Latest forecasts suggest that expenditure is being managed within this figure. Item 6 earlier on this agenda considers in more detail the budget position for both 2018/19 and the emerging position on 2019/20.

3. Inclusive Growth Implications

- 3.1 There are no inclusive growth implications directly arising from this report.

4. Financial Implications

- 4.1 The financial implications are covered in the body of the report and at the supporting appendices.

5. Legal Implications

- 5.1 There are no legal implications directly arising from this report.

6. Staffing Implications

- 6.1 There are no staffing implications directly arising from this report.

7. External Consultees

- 7.1 No external consultations have been undertaken.

8. Recommendations

- 8.1 That the Combined Authority notes and provides comment on the information on corporate performance.

9. Background Documents

- 9.1 None.

10. Appendices

Appendix 1 – Corporate Performance Snapshot Report

Appendix 2 – Budget monitoring 2018/19