
Report to: Overview and Scrutiny Committee

Date: 20 March 2020

Subject: **Corporate performance monitoring and overview**

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1. Purpose of this report

- 1.1 To provide the Overview and Scrutiny Committee with an update on a range of corporate performance matters.

2. Information

- 2.1 This report provides an update on corporate performance with specific information on budgets, performance against strategic objectives and corporate risk management

Revenue Budget Monitoring 2019/20

- 2.2 A summary of the 2019/20 current revenue spend to budget as at January 2020 is attached at **Appendix 1**. A brief commentary and RAG rating has been included to identify budgets that need further review. There are no 'red' areas of concern to report. Regular reporting on variances has been provided to the Combined Authority, Governance and Audit Committee and also to Senior Management meetings.
- 2.3 The approved annual revenue budget in February 2019 included a £1.2 million deficit to be funded from general reserves. Following a recent forecasting exercise the year end position is estimated to be £0.38m and this improved position results in money going into the general reserve rather than being taken out. The forecast is also included on **Appendix 1**.
- 2.4 The general reserves are therefore forecast to be approximately £7m as at the end of the financial year. At this stage the proposal is to retain general reserves at this level to help manage emerging pressures including Brexit, work on bus options following the announcement of the proposed sale of First Group's bus operations and 'cliff edge' funding for a range of projects.

2019/20 Corporate Plan

- 2.6 The Combined Authority's Corporate Plan for 2019/20 sets out the detailed proposals and targets for the current financial year. It is structured around four overarching corporate priorities of Boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth.
- 2.7 In order to measure the organisation's specific contribution to meeting these four corporate objectives, a set of key performance indicators have been developed and are routinely monitored. A summary of progress against these indicators for the year to date is provided in **Appendix 2**.
- 2.8 The analysis of performance against objectives to date reflects a positive position overall. The majority of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region are on track to being achieved.
- 2.9 The more detailed directorate by directorate key performance indicators which are used by internal teams to routinely measure their performance, are also provided at **Appendix 2**. Where indicators have been assessed as 'amber' or 'red' a commentary is provided to provide details of the reasons for this. It should also be noted that there is a time lag in obtaining data for some of these indicators and as such the results shown in **Appendix 2** are generally results up to the end of January 2020, but with some exceptions.

2020/21 Corporate Plan and performance monitoring

- 2.10 The Combined Authority approved the 2020/21 budget and accompanying business plans for the organisation at their meeting of 6 February 2020. These business plans set out the objectives to be delivered by the Combined Authority and the LEP over the next financial year, broken down by directorate and a copy of these plans are attached at **Appendix 3**. The content of these plans is currently being used to draft the annual Corporate Plan.
- 2.11 Alongside the detailed business plans each directorate has developed a set of proposed Key Performance Indicators for 2020/21 to manage progress against their detailed objectives these are also set out in detail at **Appendix 4**.

Corporate risk update

- 2.12 In line with the provisions of the Corporate Risk Management Strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly. A summary of the headline strategic risks currently contained within the corporate risk register is provided at **Appendix 5**.

3. Clean growth implications

3.1 Clean growth objectives and priorities are included in the business plans, and the budgets seek to include where possible resource to address this work.

4. Financial Implications

4.1 There are no financial implications directly arising from this report.

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 Overview and Scrutiny Committee considers the report and provides any comments or recommendations.

9. Background Documents

None.

10. Appendices

Appendix 1 – 2019/20 revenue spend against budget

Appendix 2 – 2019/20 KPI's update

Appendix 3 – Directorate business 'plans on a page'

Appendix 4 – 2020/21 KPIs

Appendix 5 – Corporate risk update