
Report to: Overview and Scrutiny Committee

Date: 13 November 2020

Subject: **Corporate planning and performance**

Director: Angela Taylor, Director, Corporate Services

Author(s): Louise Porter, Corporate Planning & Performance Manager

1. Purpose of this report

- 1.1 To note current position on corporate performance including progress against corporate plan priorities, risk management and budget position and seek comment on these matters.

2. Information

Corporate Plan 2020/21

- 2.1 The 2020/21 Corporate Plan sets out the vision and objectives for the organisation and the practical steps for how these will be progressed during the year. The plan is structured around the four overarching strategic objectives of boosting productivity, enabling inclusive growth, delivering 21st Century transport and supporting clean growth.
- 2.2 In order to measure the organisation's specific contribution to meeting these four corporate objectives, a set of key performance indicators is being routinely monitored throughout the 2020/21 financial year. A summary of progress against these indicators is provided in **Appendix 1** as part of the wider corporate performance snapshot.
- 2.3 The analysis of performance against objectives to date reflects a positive position overall. Most of the indicators are currently assessed as green.

Corporate risk update

- 2.4 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.

- 2.5 A summary of the headline strategic risks is included at **Appendix 2** to this report. This summary also includes the key strategic risks related to the ongoing COVID-19 pandemic. These strategic risks are supplemented by detailed operational risks which are being managed through the Combined Authority's Gold command incident response structure, which is coordinating the response to, and recovery from, the Covid-19 pandemic.

Revenue budget position 2020/21

- 2.5 A summary of the 2020/21 spend as at August 2020 compared to the approved revenue budget is attached at **Appendix 1**. A RAG rating has been included to identify budgets that need further review.
- 2.6 There are a number of emerging and continuing 'red' areas of concern to report. These are related to the Covid-19 pandemic. Key impacts are being felt across commercial income, bus station costs, commission from travel card / MCard sales, bus revenues (for gross cost contracts) and transport service costs.

2021/22 Budget and business planning

- 2.7 Work is continuing on the development of budgets and business plans for the 2021/22 financial year. These will be set in the context of the wider financial pressures caused by the Covid-19 pandemic and the new funding framework and responsibilities that will be introduced through the Mayoral Combined Authority model.
- 2.8 It is currently expected that the four overarching strategic priorities of boosting productivity, 21st Century transport, enabling inclusive growth and tackling the climate emergency will continue to form the basis of the 2021/2022 business plans, in addition to considering objectives which are centred around delivering value for money and improving efficiency during the first year of the Mayoral Combined Authority.
- 2.9 It will however also be necessary to build some flexibility into business plans for 2021/22, given that this will be the first year of the Mayoral Combined Authority and in order to take account of any issues arising from the Covid-19 recovery and the formal exit from the European Union.

3. Clean Growth Implications

- 3.1 The approved business plan and budget for 2020/21 includes actions and costs related to delivering against the corporate priority of tackling the climate emergency.

4. Inclusive Growth Implications

- 4.1 The corporate plan sets out further details regarding the organisation's approach to enabling inclusive growth.

5. Financial Implications

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

6. Legal Implications

6.1 There are no specific legal implications directly arising from this report.

7. Staffing Implications

7.1 There are no staffing implications directly arising from this report.

8. External Consultees

8.1 No external consultations have been undertaken.

9. Recommendations

9.1 That the Overview and Scrutiny Committee notes and provides comment on the information on corporate performance.

10. Background Documents

10.1 None.

11. Appendices

Appendix 1 – Corporate Performance Snapshot Report

Appendix 2 – Revenue Budget Monitoring 2020/21