

---

**Report to:** Finance, Resources and Corporate Committee

**Date:** 8 September 2021

**Subject:** **Corporate Planning and Performance**

---

**Director:** Angela Taylor, Director, Corporate and Commercial Services

**Author:** Louise Porter, Corporate Planning and Performance Manager

---

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:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## 1. Purpose of this report

- 1.1 To provide an update on corporate planning and performance activities for the 2021/22 financial year.

## 2. Information

### Business Planning & Corporate Plan 2021/22

- 2.1 As previously reported, following transition to the new Mayoral Combined Authority model in May 2021, the Combined Authority's detailed business plans have undergone a recent review. This was necessary in order to reassess the key priorities of each of the six directorates and to ensure the mayoral pledges and priorities are adequately reflected in these. In addition the business plan review also sought to ensure that there is a clear forward look at the key milestones and decision points expected throughout the year.
- 2.2 In addition to the detailed business plans, a public facing Corporate Plan for 2021/22 is also being produced, drawing on the updated versions of the business plans. This seeks to set out the key priorities of the West Yorkshire Combined Authority and LEP in an accessible and engaging format.
- 2.3 Following feedback from the last meeting of the Finance, Resources and Corporate Committee, the Corporate Plan will include strategic targets and ambitions for the Region in addition to more detailed targets relating to the

Combined Authority's specific contribution. The regional context will also focus on setting out wider ambitions in terms of place shaping and inclusivity.

- 2.4 In addition to setting out plans for 2021/22, the Corporate Plan will also include a summary of the Combined Authority's key achievements against organisational objectives in the 2020/21 financial year. This will draw on performance against the 2020/21 Key Performance Indicators (KPIs) as previously shared with the Committee.
- 2.5 It is proposed that final approval for the Corporate Plan is delegated to the Mayor and the Managing Director and that a copy of the final document is shared with the Finance, Resources and Corporate Committee at their October meeting, prior to publication.

#### Corporate performance 2021/22

- 2.6 In order to measure performance against the Combined Authority's business plans and strategic priorities, a detailed set of KPIs for 2021/22 has been developed for each directorate and is being routinely monitored throughout the financial year.
- 2.7 In addition a more strategic subset of these indicators has been developed and is currently being finalised. A copy of these draft strategic KPIs is provided at **Appendix 1** for review and feedback from the Committee.
- 2.8 These strategic KPI's are intended to provide a summary level overview of organisational performance against overarching corporate objectives. They therefore measure the specific contribution of the Combined Authority to achieving these corporate objectives through its day to day activities, rather than measuring wider performance against shared regional ambitions.
- 2.9 In addition, in order to reinforce the importance of ensuring that Equality, Diversity and Inclusion (EDI) is considered across all of the activities of the Combined Authority, each KPI also includes further information about how the specific EDI impacts/outcomes will be monitored. Where possible quantified targets for achieving positive EDI outcomes have been set out and where this is not yet the case, details of the process being followed to define these targets has been provided.
- 2.10 It is proposed that once finalised, a quarterly summary of progress against these strategic KPI's will be reported to future meetings of the Finance, Resource and Corporate Committee. It is also acknowledged that further work will be required on the final format of the strategic KPI report, to ensure that the technical information provided is accessible and understandable to an external audience.

### **3 Tackling the Climate Emergency Implications**

- 3.1 Tackling the Climate Emergency is a key organisational objective and details on how the organisation will contribute on an annual basis to our long-term commitment to lead by example in having net zero emissions by 2038 and have a positive impact on environment and nature through our work, investment and funding, are referenced in our Corporate Plan, Directorate Business Plans and Corporate Performance reports.

#### **4 Inclusive Growth Implications**

- 4.1 Enabling Inclusive Growth is a key corporate objective and therefore measures on how the organisation aims to achieve this, are set out in our Corporate Plan, Directorate Business Plans and Corporate Performance reports. One of our key objectives is to deliver our Inclusive Growth Framework in order to reduce inequalities in our communities.

#### **5 Equality and Diversity Implications**

- 5.1 The Equality and Diversity aims of the organisation are embedded throughout our internal and external corporate objectives and our Corporate Performance Report will highlight the Equality and Diversity impact of each of our key performance indicators. Additionally, one of our key deliverables for the Strategy, Communications and Policing directorate for this financial year, is to develop and deliver the strategy and action plan for Equality, Diversity and Inclusion and aim towards achieving excellence against the Equality Framework for Local Government.

#### **6 Financial Implications**

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

#### **7 Legal Implications**

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

#### **8 Staffing Implications**

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

#### **9 External Consultees**

- 9.1 No external consultations have been undertaken in relation to this report.

#### **10 Recommendations**

- 10.1 That the Finance, Resources and Corporate Committee notes the report and provides feedback on the draft strategic KPIs as presented at Appendix 1.

#### **11 Appendices**

Appendix 1: Draft Strategic Key Performance Indicators