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**Report to:** Corporate Scrutiny Committee

**Date:** 24 September 2021

**Subject:** **Corporate functions and priorities overview**

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## **1. Purpose of this report**

- 1.1 To provide an overview of corporate activities to inform the Committee's determination of its work programme for the year.

## **2. Information**

- 2.1 Agenda item 4 sets out the terms of reference for this Committee. The areas for this Committee to consider range from the organisational wide matters such as business planning, performance and risk to more specific priorities delivered from within the Corporate and Commercial Directorate and the Policy and Strategy Directorates.

### **Business planning and performance indicators**

- 2.2 Business plans for each directorate for the 2021/22 financial year were originally approved by the Combined Authority in February 2021, alongside the associated budget for the year and are attached to agenda item 7 for information. Following the transition to the new Mayoral Combined Authority model in May 2021, these plans have undergone a further review, 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.
- 2.3 The updated business plans are now being finalised following this work, to ensure they provide a clear forward look at the key milestones and decision points expected throughout the year. In addition to the detailed business plans, a public facing Corporate Plan for 2021/22 is also being finalised, 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 transparent way, explaining what is intended to be delivered

for the people, communities, and businesses of West Yorkshire, over the coming year.

- 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). The final performance against these indicators is attached as **Appendix 1**.
- 2.5 Following feedback from the Finance, Resources and Corporate Committee, the Corporate Plan will also 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.
- 2.6 In order to measure performance against the Combined Authority's business plans and strategic priorities, a detailed set of Key Performance Indicators (KPI's) for 2021/22 has been developed for each directorate and is being routinely monitored throughout the financial year.
- 2.7 A more strategic subset of these indicators has been developed and is currently being finalised following detailed feedback received from the Finance, Resources and Corporate Committee at their September meeting. These are attached at **Appendix 2**.
- 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 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. In line with the feedback from the Finance, Resources and Corporate Committee these KPI's are currently being updated to reflect the following:
  - Where specific EDI targets have not yet been specified, due to lack of data or where further analysis is needed, teams have been asked to set target dates for when this information will be provided, or to set out tangible next steps.
  - Where possible KPI's are being updated to focus on outcomes rather than outputs
  - Text contained within the KPI snapshot is being reviewed to reduce the use of acronyms/jargon
  - Clear owners for each KPI are to be added into the document.

Views from the Committee on these KPIs are sought.

## **Budgets**

- 2.10 The annual budget process leads up to setting the transport levy and approving the revenue budget, indicative capital budget and treasury management strategy at the Combined Authority meeting in February. Updating of the medium term financial strategy and reserves policy takes place at the same time. The summary approved budgets are attached as **Appendix 3** (revenue) and **Appendix 4** (capital).
- 2.11 Regular monitoring reports on financial performance across all capital and revenue budgets are now considered by the Finance, Resources and Corporate Committee. The latest versions of these are attached as **Appendices 5 to 6** for information and consideration.
- 2.12 Budget setting for 2022/23 and beyond is now underway, overseen by the Finance, Resources and Corporate Committee. This has now established two task and finish working groups to support the work required to present budget proposals to the Combined Authority for approval in February 2022. It is intended that a draft budget be presented to the meeting on 9 December and the Corporate Scrutiny Committee is asked to consider how it wishes to engage with the process. It should be noted that if the Mayor wishes to set a general mayoral precept there is a requirement for that to be considered by Scrutiny ahead of that mayoral budget being considered by the Combined Authority in February.

## **Other corporate work**

- 2.13 The past year has been a significant period of change for the Combined Authority as it moved to becoming a full mayoral authority and took on additional functions, powers, funding and responsibilities. The corporate directorate were key in delivering a range of key projects last year and in the early part of this, including the redrafting of the constitution, establishing new committees, preparing mayoral support, putting in place arrangements to manage the adult education budget, development of the West Yorkshire Investment Strategy and transitioning the policing and crime team and the Police and Crime Commissioner responsibilities.
- 2.14 The Corporate and Commercial Services Directorate (CCS) provides organisational wide support across a range of services – ICT, Finance, Legal and Governance, Commercial (procurement), HR and Internal Audit. This year its priorities are set out in a full business plan and summarised on a plan on a page, which forms part of agenda item 7. Key areas of work include:
- Implementation of new integrated corporate systems to replace life expired finance and HR systems
  - Conclusion of work on terms and conditions of employment and on the people strategy to ensure the Combined Authority is an employer of choice and reflects the gender and ethnicity of the region it serves. This work will

include identifying improved ways to engage with job applicants from across our diverse communities, producing a learning and development strategy that supports developing our people, grows talent and provides career pathways, and updates policies to ensure staff can be flexibly deployed across the organisation, building on their skills and developing their experience.

- Continue to improve our reporting on social value achieved through our spend
- Deliver the next phase of digital transformation via the MCA Digital Programme
- Review and assess new governance and delegation arrangements that were developed and approved as part of the transition to a mayoral Combined Authority.

2.15 Regular updates on progress on all or any of the corporate matters considered above can be provided to the Committee or it may wish to have a specific focus on particular elements covered in the above paragraphs.

2.16 The business plan for the Policy, Strategy and Communications directorate is also included in agenda item 7. Following the decision taken by the Combined Authority earlier this year this directorate is in the process of being transitioned to the Strategy, Communications and Policing Directorate and Policy and Development Directorate and revised business plans will be available for them shortly. The Committee may wish to consider these in due course to determine any particular areas of interest that would come within its terms of reference.

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

3.1 None arising directly from this report. but the business plans make clear the work underway on addressing the climate emergency.

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

4.1 None arising directly from this report, but the business plans make clear the work underway on inclusive growth.

### **5. Financial Implications**

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

### **6. Legal Implications**

6.1 There are no 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 Committee consider the information in this report and determine any further work required.

## **10. Background Documents**

None.

## **11. Appendices**

Appendix 1 – 2020/21 Key performance indicators

Appendix 2 – Draft 2021/22 Key performance indicators

Appendix 3 – 2021/22 approved revenue budget

Appendix 4 – 2021/22 approved indicative capital budget

Appendix 5 – 2021/22 budget monitoring (revenue)

Appendix 6 – 2021/22 budget monitoring (capital)