

Report to: Finance, Resources and Corporate Committee

Date: 3 November 2021

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:	
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 and on the work underway to develop organisational business plans for 2022/23.

2. Information

Business Planning & Corporate Performance 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.
- 2.2 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.
- 2.3 In addition a more strategic subset of these indicators has been developed and is currently being finalised following feedback received from the Committee at their September meeting. In light of the feedback received the updates have focused on the following key issues:

- Improved format to provide summary level information to the Committee;
 - Provision of latest results against each of these indicators with a Red, Amber, Green rating applied;
 - Provision of more details on the specific Equality, Diversity and Inclusion (EDI) measures that can be applied to each of the indicators and where specific EDI data does not currently exist, further details added regarding the proposed next steps; and
 - Inclusion of a 'direction of travel' column to show movement in each of the indicators since the last reporting period.
- 2.4 A copy of these draft strategic KPIs is provided at **Appendix 1** for review and feedback from the Committee.
- 2.5 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.
- 2.6 However with regard to performance against wider shared ambitions, the first 'State of the Region 2021' report has now been published. This is the first annual review of the performance of West Yorkshire against key socio-economic and environmental indicators.
- 2.7 The report is intended to provide a stocktake of where West Yorkshire currently stands, using a basket of 40 headline indicators developed as part of the Combined Authority's Strategic Economic Framework. It is designed to be a resource for all partners across West Yorkshire but will also be useful for stakeholders from outside the region, including national government. It highlights areas of strength and positive trends in the local economy but also flags key issues and challenges that are priorities for future action.
- 2.8 A copy of the Executive Summary of the State of the Region report can be found at **Appendix 2** and the full report can be found at the following link:

[State of the Region Report 2021 - Combined Authority | Unlocking potential, accelerating growth \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/state-of-the-region-report-2021)

Business planning 2022/23

- 2.9 In addition to monitoring performance against 2021/22 business plans, work has also commenced on the development of organisational business plans for the 2022/2023 financial year. Each directorate has been tasked with developing their proposed business priorities for the next financial year in parallel to considering their budgets. This initial level of information that is currently being developed includes:
- Headline priorities for each function within each directorate;
 - The accountable officer for each priority;

- The key deliverables and milestones expected for each of these priorities during 2022/23; and
- The resourcing and funding issues associated with each of the key priorities.

2.10 The timetable for the further development of business plans, in line with the associated development of 2022/23 budgets, can be summarised as follows:

October 2021	Initial business priority setting in each directorate.
November 2021	Challenge and refinement of business priorities and identification of cross cutting themes.
December 2021	Draft directorate and corporate 'business plans on a page' to be developed.
January 2022	Business plans to be finalised.
February 2022	Final business plans and budgets to be presented to the Combined Authority for approval.

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 strategic KPIs as presented at Appendix 1.

11 Appendices

Appendix 1: Draft Strategic Key Performance Indicators

Appendix 2: State of the Region 2021 Executive Summary.