

Report to: Finance, Resources and Corporate Committee

Date: 1 December 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 the development of business plans for the 2022/23 financial year and to seek feedback from the committee on a proposed re-shaping of the overarching corporate priorities

2. Information

Business plan development 2022/23

- 2.1 As previously reported, work is underway 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.

2.2 A brief summary of the draft business priorities for 2022/23 emerging through this business planning work is summarised in the table below by directorate. It should be noted that there is still significant work required to refine these priorities and develop a final set of organisational business plans. As such the information presented below is intended to provide a high level summary to show the expected direction of travel for each service area.

Strategy, Communications & Policing
<ul style="list-style-type: none"> • Revise the West Yorkshire Vision and Corporate Objectives in line with the Mayor’s Pledges. • Continue to develop and implement the Investment Strategy • Develop and lead on Inclusive Growth policy, including the Fair Work Charter and Inclusivity Champion. • Develop a regional strategy approach to UK Shared Prosperity Fund • Develop and embed an Equalities Action Plan • Restructure of the communications team to strengthen the marketing and communications department • Deliver a strong reputation management programme to raise the profile of the Mayor and the MCA’s work. • Provide a high quality, responsive consultation and engagement function to the organisation and partners • Branding and identity review to consider overall house of MCA brands. • Continue to monitor and report on the Economic and Transport Recovery Plans • Increase the internal and external visibility of the CA’s core evidence products supporting the needs of the Mayor, CA Committees, stakeholders and partners. • Further enhance monitoring and evaluation capability cascading lessons learned from the Growth Deal and Transport Fund. • Establish new Strategic Transport Modelling function. • Lead the annual monitoring, evaluation and impact reporting of progress across the SEF priorities through the production of annual State of the Region Report. • Commission targeted services to increase community safety and support victims of crimes and work with community safety/criminal justice partners to ensure joined up local priorities • Ensure meaningful and inclusive engagement on national policing and crime issues. • Evidence led approach to identifying, understanding and responding to, tackling and reducing serious violence.
Policy & Development
<ul style="list-style-type: none"> • Continued development of transport policies, strategies and the pipeline of transport schemes • Bringing buses back into public control, introduce simpler fares, contactless ticketing and greener buses • Further Development of the case for Mass Transit

- Transport Decarbonisation, implementing the Future Mobility Strategy and development of cycling and walking plans
- Continue to make the case for, and influence the design of, rail service changes
- Further developing policy on business support and skills and training.
- Developing and implementing a Creative New Deal
- Develop, publish and deliver a Climate and Environment Action Plan
- Develop a new Housing Strategy for adoption in 2022/23.
- Develop approach to Culture and develop the Creative New Deal proposition.
- Develop approach to regional strategic planning in the context of national planning reforms
- Complete analysis on regional brownfield sites, supporting the removal of barriers to delivery.
- Continue delivering recommendations from the Flood Review

Delivery

- Embed the 2021 revised assurance process to support the MCA's Assurance Framework and the investment priorities
- Embed the assessment of carbon and wider climate change impacts into programme and project appraisal
- Strengthen the assessment of equality, diversity and inclusion and inclusive growth into programme and project appraisal
- Strengthen our approach to assessing value for money in non-transport infrastructure investment propositions
- Conclude closedown of legacy programmes including: Getting Building Fund, Growth Deal economic programme and Broadband Contract 2
- Complete delivery of superfast broadband connectivity through Contract 3
- Enable affordable and sustainable housing developments through Year 3 activity of the Brownfield Housing Fund.
- Continue to work with partners to progress the business case for the British Library North project
- Establish emerging programmes e.g. Social Housing Decarbonisation Fund, Community Renewal Fund, Project Gigabit, Flood Resilience, Langthwaite EZ
- Continued delivery of the West Yorkshire Plus Transport Fund portfolio, LTP schemes and active travel/clean growth initiatives.
- Support partners with delivery resources and recruitment - capacity and capability to deliver
- Oversee the City Region Sustainable Transport Settlement programme and work with partners on definition and delivery of schemes
- Continue development and delivery of the TCF programme.
- Continue to develop and deliver the West Yorkshire Network Navigation programme.

Economic Services

- Support firms to recover, build resilience and grow in response to the ongoing impacts of COVID-19 and EU Exit

- Implement a new Business Productivity Programme
- Deliver a revised and refreshed Growth Service model reaching a more diverse range of SMEs
- Continue to build and promote the City Region innovation support ecosystem
- Deliver the devolved Adult Education Budget for West Yorkshire
- Support people to access employment opportunities and/or to re-train,
- Improve the attainment, ambition and destinations of our most disadvantaged young people by working closely with schools and colleges
- Encourage and support more businesses to sell their products in international markets and galvanise the regional export support
- Raise the international profile of the Leeds City Region economic opportunities via strategic economic development and industry forums
- Contribute to the ongoing growth of the Creative & Digital Sector through the Creative Catalyst Programme

Transport & Property Services

- Evolving the MCard mobile app to be the primary transport app in West Yorkshire
- Adapting customer information to support changes in travel behaviour
- Further development of the Fare Deal for Young People
- Review and modernise customer contact centres and travel centres
- Support place shaping aspirations and maximising commercial potential
- Reducing carbon generation from the Combined Authority's assets
- Leading a programme of transport asset renewal works as part of CRSTS delivery
- Managing the impacts of Covid on the bus network
- Working with District partners to improve bus network reliability and bus journey times
- Delivery of the BSIP Network Plan

Corporate & Commercial Services

- Continue to deliver a wide range of business-as-usual financial, HR, legal, Governance, procurement, internal audit and ICT services, ensuring efficiency and compliance.
- Further embed aspects of the Police & Crime function into the MCA's corporate governance.
- Implement the new Integrated Corporate Systems (ICS) to deliver modern updated HR and financial systems.
- Review and develop recruitment policy and toolkit to further incorporate EDI into all stages of recruitment and identify opportunities to engage with underrepresented groups
- Develop the Learning and Development offer at an organisational, directorate and individual level.
- Develop further the apprenticeship strategy and identify opportunities for targeting apprenticeships to underrepresented group or skill gap/shortage skill areas

- Support the employee networks in ensuring the diversity action plans are implemented and targets achieved
- Complete the negotiations on revised terms and conditions and contracts of employment
- Increase social value benefits from procurement.
- Further enhance cyber security and risk management for ICT services
- Support and technical management of the Yorkshire wide real time information system
- Deliver an annual assurance programme that is risk based and provide an opinion on the effectiveness of controls, governance and risk management

Reshaping Corporate Priorities

- 2.3 Currently the Combined Authority has five corporate priorities:
- Boosting productivity
 - Enabling inclusive growth
 - Tackling the climate emergency
 - Delivering 21st century transport
 - Securing money and powers
- 2.4 These corporate priorities have been used to promote the work of the Combined Authority, are part of the Strategic Economic Framework and have been used to shape directorate and team priorities as part of the business planning process.
- 2.5 There has been much change to the powers, functions and governance of the Combined Authority during 2021. The devolution deal, the pandemic and the police and crime team becoming part of the Combined Authority have led to different areas of focus and new priorities. As such consideration has been given and internal discussion has commenced regarding whether the current corporate priorities still represent the correct focus for the CA. This work has led to agreement that the current corporate priorities require revision. In addition, it is important that there is alignment between the outcomes we are trying to achieve, the corporate priorities, the committees, the investment priorities, our business planning, reporting, and performance management. Any revised priorities should therefore take into account the following:
- The new governance and committee structure
 - New powers and functions, and particularly policing and crime
 - The investment priorities that were agreed as part of the West Yorkshire Investment Strategy
 - A focus on equality, diversity and inclusion
 - Health and well-being outcomes
 - The state of the region indicators
- 2.6 Members views are sought on how the corporate priorities should be reshaped. A draft for discussion will be tabled at the meeting.

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 emerging directorate level business plan priorities and the wider proposal to reshape the overarching corporate priorities for the organisation.

11 Appendices

None.