

Report to: Finance, Resources and Corporate Committee

Date: 3 March 2022

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 update the Finance, Resources and Corporate Committee on the progress made on the Combined Authority's 2022/23 business plans and seek further feedback from the committee on their content.
- 1.2 To update the Committee on the ongoing process to review the organisation's corporate priorities and seek further feedback on the proposal.
- 1.3 To provide a report on performance against the Combined Authority's 2021/22 Corporate Key Performance Indicators.

2. Information

Business Planning

- 2.1 Finance, Resources and Corporate Committee have received regular updates throughout the business planning process. The organisation's business plans have been developed in parallel with the Combined Authority's budget for 2022/23. The budget was signed off at the Combined Authority meeting on 3 February 2022, where the draft Corporate Plan on a Page and Directorate Business Plans on a Page were also considered. Each plan on a page also

has a more detailed document underpinning it which clearly sets out each directorate's priorities and outputs for the year ahead.

- 2.2 Following initial endorsement at the Combined Authority meeting, the business plans have been refined further to ensure that equality, diversity and inclusion (EDI) implications are fully embedded within the plans to achieve the best outcomes for the people, communities and businesses of West Yorkshire. This is in line with the Combined Authority's EDI vision, statement and framework to meet the standards set out in the Local Government Equality Framework. The revised plans are set out in **Appendix 1** for further feedback from the Committee. Following any further feedback, the final plans will be presented to the 17 March Combined Authority meeting for final approval.

Corporate Priorities

- 2.3 At the December meeting of the Finance, Resources and Corporate Committee, Members discussed the proposal to refresh the organisation's corporate priorities to reflect the expanded focus and remit of the organisation. The feedback provided by the Committee has been collated and will be incorporated into the ongoing work to develop the proposed new corporate priorities. This work includes a comprehensive consultation with Combined Authority staff to enable them feed into, and to shape the new priorities.
- 2.4 The comprehensive consultation opened for internal all staff participation on 25 January 2022, providing feedback through an online form and at Directorate meetings. The consultation material asks staff to consider in detail the connection between their role and the proposed priorities, the language used and the overall proposal for a mission for the organisation. The staff consultation material is provided for information in **Appendix 2**.
- 2.5 The staff consultation closed on 25 February 2022 and so results were not compiled in time to feed into the drafting of this report, but a verbal update on progress and next steps will be provided in the meeting. If agreed, it is proposed that the updated corporate priorities are incorporated into the Corporate Plan on a Page set out in **Appendix 1** and presented to the Combined Authority in March for endorsement.

Key Performance Indicators

- 2.6 A key mechanism through which Combined Authority performance is monitored on an ongoing basis is through the corporate Key Performance Indicators. The 2021/22 KPIs were agreed at the Finance, Resources and Corporate Committee on 8 September 2021. These strategic KPIs 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. An updated snapshot of performance to date is provided in **Appendix 3**.

- 2.7 The 2022/23 KPIs are currently being developed to correlate to the priorities identified in the Combined Authority business plan. These will be designed to be robust and stretching targets, which focus on improving performance against the organisation's key objectives. Equality, diversity and inclusion will be a golden thread throughout and the proposed list will be brought to the April FRCC meeting for endorsement and reported quarterly thereafter.

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. In the revision of the corporate priorities, tackling the climate emergency will be strengthened and remain at the forefront.

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. Inclusive growth will remain embedded throughout the revision of the corporate priorities.

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 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.

10. Recommendations

10.1 That the Committee notes the progress made on developing the 2022/23 business plans and provides further feedback.

10.2 That the Committee notes the ongoing progress to refresh the organisation's corporate priorities and provides further feedback.

10.3 That the Committee notes the corporate performance update provided.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Combined Authority Business Plans

Appendix 2 – Corporate Priorities Staff Consultation Material

Appendix 3 – Corporate Performance Snapshot Report