

**Report to:** Combined Authority

**Date:** 17 March 2022

**Subject:** **Business Planning and Corporate Objectives**

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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 seek final approval for the Combined Authority's 2022/23 Business Plans.
- 1.2 To seek endorsement for the Combined Authority's proposed revised corporate objectives, which have been updated following consultation.

## 2. Information

### 2022/23 Business Plans

- 2.1 The Combined Authority has 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 on 3 February, the business plans have been refined further to ensure that equality,

diversity and inclusion 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. In addition, the high-level Corporate Plan on a Page has been refined to incorporate the proposed updated corporate objectives, which are set out in further detail below. The final draft plans are included in **Appendix 1** to this report. These drafts were also reviewed by Finance, Resources and Corporate Committee on 3 March and the Committee's feedback is incorporated into these final versions which are presented for Combined Authority sign off.

### Corporate Objectives

- 2.3 At the Combined Authority meeting on 3 February, the committee noted the ongoing work to review the organisation's existing corporate priorities to reflect the expanded focus and remit of the organisation. A comprehensive consultation has now been done on the proposal, including with Finance, Resources and Corporate Committee members and with Combined Authority staff.
- 2.4 Overall the feedback received through the consultation was in positive support for the intent and ambitions of the objectives, and the need to revise them.
- 2.5 The majority of staff comments put forward in the workshops and survey responses include constructive suggestions about the use of verbs to articulate the importance we are placing on the role we take in the region, but also on ensuring that the language we use is accessible and most meaningful to our staff, partners, customers and communities. This included revising the collective reference of the statements from what were originally referred to as *corporate priorities*, to now *corporate objectives*.
- 2.6 Finance, Resources and Corporate Committee provided similar comments regarding the importance of the corporate objectives being clear and enabling staff to take ownership of these, including a clarity of understanding around how their own role contributes to the achievement of the objectives. Further comments were raised around the importance of linking the objectives together with a cohesive vision and narrative for West Yorkshire which is co-developed and owned with partners, and work to develop this is underway.
- 2.7 The proposed revised corporate objectives are as follows:
- Creating an accessible, clean and customer focussed transport system
  - Building a sustainable, nature rich and carbon neutral region
  - Enabling a diverse, skilled workforce and accessible learning for all
  - Empowering our communities, towns and cities to thrive
  - Championing culture, sport and creativity
  - Driving economic growth and innovation to enable good jobs
  - Supporting community safety and accountable, proactive policing

- 2.8 The first six of these new corporate objectives are supported by a corresponding Combined Authority committee and investment priority. The policing and crime objective is supported by the Deputy Mayor for Policing and Crime and has a separate Policing Budget.
- 2.9 The corporate objectives are underpinned by four cross cutting aims:
- Embedding equality, diversity and inclusion
  - Tackling the climate emergency
  - Growing an inclusive economy
  - Offering great customer service – as a result of the consultation, this fourth cross cutting aim has been added better reflect the Combined Authority's role and impact across the region
- 2.10 **Appendix 1** sets out the Combined Authority's Corporate Plan on a Page for 2022/23 and how the revised corporate objectives align with the mayoral pledges and drive the organisation's key deliverables for the year ahead.

### **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 objectives, 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 objectives.

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

- 5.1 As set out in the report, the business plans have been updated to ensure that equality, diversity and inclusion is embedded throughout. This forms part of the Combined Authority's wider action plan which aims 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. The business plans have been developed in parallel with the 2022/23 budget

setting process, and this was set out comprehensively in the Budget and Business Planning report to the Combined Authority's meeting on 3 February 2022.

## **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. The proposed revised corporate objectives have been shaped by extensive consultation with staff and the Finance, Resources and Corporate Committee.

## **10. Recommendations**

10.1 That the Combined Authority approves the 2022/23 business plans.

10.2 That the Combined Authority endorses the revised corporate objectives and cross cutting aims.

## **11. Background Documents**

Budget and Business Planning Paper – Combined Authority 3 February 2022

## **12. Appendices**

Appendix 1 – 2022/23 Business Plans