

Report to: Finance, Resources and Corporate Committee

Date: 05 April 2022

Subject: **Corporate Plan and Key Performance Indicators Update Report**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Lorna Jones, Corporate Planning & Performance Manager

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 the Corporate Plan 2022/23 and Corporate Key Performance Indicators 2022/23.

2. Information

Corporate Plan 2022/23

- 2.1 As previously reported, following transition to the new Mayoral Combined Authority model in early 2021, the Combined Authority's detailed business plans have undergone a comprehensive 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. In addition the business plan review also sought to ensure that there is a clear forward look at the key milestones and decision points expected throughout the year.
- 2.2 In addition to the detailed business plans, a public facing Corporate Plan for 2022/23 is also being produced, 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 engaging format.
- 2.3 Following feedback from previous meetings of the Finance, Resources and Corporate Committee, the Corporate Plan will include strategic targets and

ambitions for the region drawn from the West Yorkshire State of the Region report, 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.

- 2.4 In addition to setting out plans for 2022/23, the Corporate Plan will also include a summary of the Combined Authority's key achievements against organisational objectives in the 2021/22 financial year. This will draw on performance against the 2021/22 Key Performance Indicators (KPIs) as previously shared with the Committee.
- 2.5 The Corporate Planning and Performance Manager is currently working with the Mayoral Office, Directorates within the Combined Authority, Communications Team, Finance Team and other colleagues to ensure that the information provided is up to date and responds to the Corporate Objectives that are outlined in the 2022/23 Business Plans.
- 2.6 Following discussion at FRCC in March, the revised corporate objectives were endorsed at the Combined Authority meeting on 17 March. The revised corporate objectives are as follows:
 - Empowering our communities, towns and cities to thrive.
 - Building a sustainable, nature rich and carbon neutral region.
 - Creating an accessible, clean and customer focused transport system.
 - Supporting community safety and accountable, proactive policing.
 - Championing culture, sport and creativity.
 - Driving economic growth and innovation to enable good jobs.
 - Enabling a diverse, skilled workforce and accessible learning for all.

Key areas to be updated in the Corporate Plan 2022/23

- 2.7 There are a number of updates that are planned for the 2022/23 Corporate Plan designed to align the plan to the refreshed corporate objectives of the Combined Authority, and they are as follows:
 - In the 'Our people and partnerships' section we name the current membership of the Combined Authority and LEP Board. The outcome of the local elections may impact on the membership of the Boards and Committees. Full membership will be confirmed at the LEP Board's Annual Meeting on 15th June. Current membership can be found on page 23 – 24 of Appendix 1 – Corporate Plan 2021/22.
 - Finalisation of the Combined Authority's annual budget at the end of the financial year will be updated in the 'where our funding comes from' and 'how we spend our money' sections within 'our finances'. Current information from 2021/22 can be found on page 21 – 22 of Appendix 1 – Corporate Plan 2021/22.
 - This year a foreword from Ben Still - Combined Authority Managing Director, will be included.

- A summary of activity from 2021/22 will be compiled upon completion of the financial year and we will set out our focus for the 12 months ahead. This will be embedded throughout the Corporate Plan and focus on each of the seven Corporate Objectives.
- 2.8 It is proposed that final approval for the Corporate Plan is delegated to the Mayor and the Managing Director and that a copy of the final document is shared with the Finance, Resources and Corporate Committee at their June meeting, for information.

Corporate Key Performance Indicators 2022/23

- 2.9 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 2022/23 has been developed for each directorate and will be routinely monitored throughout the financial year.
- 2.10 In addition, a more strategic subset of these indicators or 'Corporate KPI's has now been finalised based on the updated Corporate Objectives that are outlined in the recently revised business plans. These strategic Corporate KPI's are intended to provide a summary level overview of organisational performance against overarching corporate objectives and can be found at Appendix 2.
- 2.11 The Corporate KPI's are not intended to replace directorate level KPI's or data contained within other reporting mechanisms such as the 'State of the Region' Report (which is our key report for monitoring broader economic and environmental indicators) and we will seek to reduce duplication wherever possible, ensuring that the appropriate Committees and Boards receive appropriate performance updates.
- 2.12 Given the importance of ensuring that Equality, Diversity and Inclusion (EDI) is considered across all of the activities of the Combined Authority, it is also intended that the strategic KPI's contain quantified targets, wherever possible, to demonstrate how these issues are being addressed.
- 2.13 It is proposed that a quarterly summary of progress against these strategic KPI's will be reported to future meetings of the Finance, Resource and Corporate Committee.
- 2.14 During the 2021/22 financial year, a strategic KPI report was routinely provided to the Combined Authority and the LEP Board, in order to provide a regular update on progress against corporate priorities. A copy of the final year end results for these 2021/22 KPI's will be provided at future meetings for information, and also to demonstrate the format used for Corporate KPI reporting last year.
- 2.15 A summary of the Corporate KPI's 2022/23 has been provided at Appendix 2.

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 Committee notes the update on the development of the Corporate Plan 2022-23 and Key Performance Indicators 2022-23.
- 10.2 It is proposed that final approval for the Corporate Plan is delegated to the Mayor and the Managing Director and that a copy of the final document is shared with the Finance, Resources and Corporate Committee at their June meeting, for information.

10.3 That the committee endorses the proposed Corporate KPIs for 2022/23, as set out in Appendix 2.

11. Background Documents

11.1 There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Corporate Plan 2021/22

Appendix 2 – Corporate Key Performance Indicators 2022-23