

Report to: Finance, Resources and Corporate Committee

Date: 8 June 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 type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this report

1.1 To provide an update on corporate planning and performance activities.

1.2 Members are asked to:

- Note the contents of the report including the Corporate Key Performance Indicator end of year dashboard and Corporate Plan
- Consider and endorse the revised Corporate Governance Code and Framework

2. Information

Business Planning & Corporate Performance

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 and the Corporate Plan on a Page and Directorate Business Plans on a Page received final approval at the 17 March Combined Authority meeting. These Business Plans were presented to the Finance, Resources and Corporate Committee (FRCC) on 3 March 2022.

2.2 This year 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.

Corporate Key Performance Indicators (KPI's) 2021-22

- 2.3 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.
- 2.4 The end of year Corporate KPI performance dashboard is provided in **Appendix 1**.
- 2.5 Results from 2021-22 are encouraging with a high number of KPI's having been met or had good progress made.
- 2.6 In some cases, we have seen significant overachievement against targets, particularly in the following areas:
- *Boosting productivity* - an objective focusing on the brokering employment / apprenticeship opportunities saw us exceeding the target of 425 engagements and collaborations and supporting 1,102 businesses through education and skills initiatives.
 - *Enabling inclusive growth* – targets were exceeded to expand affordable ticketing to under 25's, job seekers and those without bank accounts, reducing inequalities heightened by Covid 19.
 - *Tackling the climate emergency* – 198 businesses were supported to help them introduce energy efficiency measures.
 - *Delivering 21st Century Transport* – extensive work has been made to progress the Enhanced Partnerships and Bus Service Improvement Plan to mitigate the challenges that the Covid 19 pandemic has had on the transport network and patronage. Teams have worked hard to manage funding and ensure continuity of bus services in the region during the past year, especially important for frontline workers and communities reliant on bus travel.
- 2.7 Particular efforts have been made to ensure that equality, diversity and inclusion is the golden thread running through our business plan. It is useful to note that a high number of beneficiaries who have been supported through various programmes are from ethnic minority backgrounds, have declared a disability, or live in the 10-20% most deprived wards. Data collated has also shown engagement with a high number of females and young people having.
- 2.8 Some KPI's have been marked as 'amber' due to external factors such as delivery partner funding starting later than planned, or implications resulting from the covid 19 pandemic, for example a reliance on face-to-face training in sectors such as construction or engineering which saw national restrictions in place which in turn limited what was achievable.

- 2.9 2021/22 saw a great deal of positive outcomes which we would like to build on for 2022/23 in order to continue in our delivery of policies and programmes which directly benefit the people of West Yorkshire.

Corporate Key Performance Indicators 2022-23

- 2.10 The 2022/23 KPIs received approval from FRCC at the 5 April 2022 meeting. 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.
- 2.11 In order to measure performance against the Combined Authority's business plans and strategic priorities, a detailed set of KPIs for 2022/23 has been developed for each directorate and is being routinely monitored throughout the financial year.
- 2.12 A quarterly summary of progress against the Corporate KPI's will be reported to future meetings of the FRCC.

Corporate Plan 2022-23

- 2.13 In addition to the detailed business plans, a public facing Corporate Plan for 2022/23 has been 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 transparent way, explaining what is intended to be delivered for the people, communities, and businesses of West Yorkshire, over the coming year.
- 2.14 The Corporate Plan now includes an introduction from the Mayor and Managing Director of the West Yorkshire Combined Authority, and also shows how the mayoral pledges and priorities are reflected in the work of the Combined Authority.
- 2.15 In addition to setting out plans for 2022/23, the Corporate Plan also includes a summary of the Combined Authority's key achievements against organisational objectives in the 2021/22 financial year.
- 2.16 The draft Corporate Plan was considered by this Committee at its last meeting with final sign off delegated to the Managing Director. This has now been done and the final Plan will be circulated as **Appendix 2** for information.

Business planning 2022/23

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

Quarter 1 April – June 2022	Quarter 2 July – Sept 2022	Quarter 3 Oct – Dec 2022	Quarter 4 Jan – March 2023
Organisational objectives & measures	Business planning & budgets	Budget planning	Ongoing financial review, budget approval

End of year Corporate KPI reporting.	Quarterly Corporate KPI & Risk Register reporting at relevant Boards & Committees. Early budget planning and Medium-Term Financial Strategy considerations.	Business priority setting in each directorate alongside the setting of budgets. Challenge & refinement of business priorities and identification of cross cutting themes.	Business plans, budgets and plans on a page to be presented to the Combined Authority for approval.
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Corporate Governance Code and Framework

- 2.18 **Appendix 3** sets out the draft Corporate Governance Code and Framework, using the seven principles recommended by the Framework. A full review of it has recently been undertaken to ensure the Code appropriately reflects the changed governance that is now applicable to the Combined Authority which includes the Mayor of West Yorkshire's Policing and Crime function.
- 2.19 The Corporate Governance Code and Framework captures the Mayor's duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its' functions are exercised, having regard to a combination of economy, efficiency and effectiveness, and is consistent with the principles of the best practice guidance issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).
- 2.20 CIPFA/SOLACE updated this guidance in 2016 with their new framework to assist organisations in ensuring that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.
- 2.21 The previous six core principles are replaced by the following seven principles:
- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law
 - Ensuring openness and comprehensive stakeholder engagement
 - Defining outcomes in terms of sustainable economic, social, and environmental benefits
 - Determining the interventions necessary to optimise the achievement of the intended outcomes
 - Developing the entity's capacity, including the capability of its leadership and the individuals within it
 - Managing risks and performance through robust internal control and strong public financial management
 - Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

- 2.22 The Combined Authority is committed to meeting these principles and this statement sets out how the supporting principles beneath each statement will be achieved, monitored, and reviewed.
- 2.23 It is the responsibility of the Governance and Audit Committee to keep corporate governance matters under review. As part of this process, it undertakes regular reviews throughout the year with a formal review at the year end of the processes and systems in place during the year. This includes the results of the work carried out by the internal audit section. However, the timing of the meetings does not enable the Committee to consider this before the Annual Meeting in June so views are sought from this Committee. Future revisions will be scheduled for Governance and Audit Committee to oversee.
- 2.24 The Governance and Committee reviews and approves the Annual Governance Statement which forms part of the statutory annual accounts which are subject to external audit and receives an annual report from the Joint Independent Audit and Ethics Committee in respect of the Mayor's PCC functions.

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 the 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. Inclusive growth will remain embedded throughout the corporate priorities on which the development of the Corporate KPI's and resulting business planning is based.

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 Members are asked to note the contents of the report including the Corporate Key Performance Indicator end of year dashboard and Corporate Plan.

10.2. To consider and endorse the Corporate Governance Code and Framework and the Annual Governance Statement ahead of their presentation to the Annual Meeting.

11 Appendices

Appendix 1: Corporate Key Performance Indicators end of year results 2021-22

Appendix 2: To be circulated

Appendix 3: Corporate Governance Code and Framework