

Report to: Finance, Resources and Corporate Committee

Date: 6th September 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 provide an update on corporate planning and performance activities.

1.2 Members are asked to:

- Consider progress on the 2022-23, Q1 dashboard of Key Performance Indicators
- Consider progress on the Risk Strategy Review

2. Information

Corporate Key Performance Indicators (KPI's) 2022-23 (Quarter 1)

2.1 A key mechanism through which Combined Authority performance is monitored on an ongoing basis is through the corporate Key Performance Indicators. The 2022/23 KPIs received approval at the Finance, Resources and Corporate Committee on 5th April 2022. 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. The region's progress against a range of economic, social and environmental indicators is reported through the annual State of the Region report, which is due to be published this autumn, and

through regular reports to each of the Combined Authority's thematic committees.

- 2.2 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.
- 2.3 The 2022-23 Quarter 1 performance dashboard is provided in **Appendix 1**. A commentary on achievement to date is included against each KPI and a RAG rating applied. While good progress has been made on certain KPIs others are at risk of underachieving and a focus on mitigations to address this will continue, with a further update provided to this Committee at the end of Quarter 2.
- 2.4 Particular efforts have been made to ensure that equality, diversity and inclusion is the golden thread running through our business planning cycle and these are outlined in the performance dashboard.
- 2.5 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.
- 2.6 A quarterly summary of progress against the Corporate KPI's will be reported to future meetings of the FRCC.

Corporate Risk Review

- 2.10 The Corporate Risk Management Strategy has been in place since January 2020 and sets out the Combined Authority's long-term strategy on risk. While the majority of the strategy remains relevant and effective, there is a recognition that this needs to be reviewed in the coming months to ensure it is still fit for purpose and reflects the needs of the evolving organisation and environment we are working within. This will include:
 - Review of the suite of templates and documents to ensure these are fit for purpose and user friendly
 - Review of the risk appetite and categories
 - Wholesale review of the existing risk registers and reporting template
 - Clarity over the escalation process and standardisation in the application of this process
- 2.2 A key focus of the Corporate Planning and Performance Team, as capacity increases to dedicate to this work, will be on working in partnership with Directorates to embed a focus on more active risk management, ensure the strategy is consistently applied and that teams are supported to monitor and control risks and issues more effectively.
- 2.3 The first step in this work began with a session with the Strategic Leadership Board on 22 July to review the current risks identified on the risk register. The Strategic Leadership Board meets quarterly and provides challenge and support to the organisation on matters relating to business planning, corporate objectives, performance, risk and other such strategic matters. The members of the Board include the Mayor of West Yorkshire (Chair) and Deputy Mayor,

LEP Chair, Directors of Development Chair, Combined Authority Chief Executive and Directors, Head of Finance, HR, Legal and Governance Services, and UNISON Branch Secretary.

- 2.4 The Strategic Leadership Board supported the initiation of the review and the approach outlined and feedback focused on the following areas:
- Differentiation on the Corporate Risk Register between potential risks that might occur, and risks that are currently active
 - The importance of risks focusing on equality, diversity and inclusion
 - Support for prioritising reviewing the escalation process to ensure consistency of approach
- 2.5 Following the Strategic Leadership Board, the approach was refined and brought to Governance and Audit Committee on 28 July 2022. The Committee was supportive of the approach and again highlighted the importance of prioritising the review of the escalation process including ensuring there are clear formal and informal routes for escalating risk to the Mayor and Leadership. Views from this Committee are also welcomed at this stage.

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 Quarter 1 dashboard.

11 Appendices

Appendix 1: Corporate Key Performance Indicators – Quarter 1.