

Report to: Finance, Resources and Corporate Committee

Date: 10 November 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 the Committee with a progress report on the 2022-23, Q2 dashboard of Key Performance Indicators.
- 1.2 To update on the progress with in-year business planning revisions and the emerging headlines for business plans 2023-24.

2. Information

Corporate Key Performance Indicators (KPI's) 2022-23 (Quarter 2)

- 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 in November, 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 2 performance dashboard is provided in **Appendix 1**. A commentary on achievement to date is included against each KPI and a RAG rating applied. A further update will be provided to this Committee at the end of Quarter 3.
- 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 A case study is provided at **Appendix 2**, taking a more in depth look at progress to date on Key Performance Indicator W3 – 'Number of businesses supported to engage with employment and skills programme'.

KPI RAG Rating Overview

- 2.6 There has been minimal movement across the RAG ratings of the KPIs since Q1, however three KPIs (E3, B3 and B7) have been adjusted to reflect some delays and risks. More detail on the individual KPIs are provided in the dashboard in **Appendix 1**, however these adjustments are outlined in brief below:
- KPI E3 (to prepare new policy and maintain existing policies as part of the Strategic Economic Framework including consultation where relevant (ensuring good reach and consideration of EDI) within *Empowering our communities, towns and cities to thrive*) has been adjusted from amber to red due to in-year pressures, a delay on Government guidance being issued, and lack of resource impacting the roll-out of the Housing and Local Nature Recovery Strategy and completion of the Flood Review refresh.
 - KPI B3 (to complete the delivery of the Social Decarbonisation Fund Wave 1 programme – involving modifications to existing social housing to improve energy efficiency, within *Building a sustainable, nature rich and carbon neutral region*) has moved from amber to red due to the potential that 400-500 of properties involved in the fund are at risk of not achieving the EPCC rating by March 2023. Mitigation options are being explored with the Department of Business, Energy and Industrial Strategy.
 - KPI B7 (to replace the CA's existing diesel vehicles with electric vehicles in 2022/23, within *Building a sustainable, nature rich and carbon neutral region*) has been adjusted to amber from green due to a global chip shortage delaying the procurement of electric vehicles. Discussions are taking place with procurement to explore alternatives, however the global shortage may impact finding a way forward.

- 2.7 In addition to this E1, T1, T7 and C1 have been given a red RAG rating. A risk that is consistently identified (E1, T7 and C1) is current cost inflation pressures. This is explored in more detail, including mitigations within the appendices. T1 notes programme prioritisation as having potential impact on expenditure for the Transforming Cities Fund.

Business Planning

- 2.8 2022-23 Business Plans have been re-visited during Quarter 2, to allow for factors impacting on delivery such as the cost of living crisis, rising fuel costs and new and emerging areas of work. Re-visiting the plans will help to inform the budget and business planning process for 2023-24.
- 2.9 The Business Planning and Budget setting process for 2023-24 is running concurrently to this, with a draft Budget and Business Plans timetabled at the Combined Authority Meeting on 8 December for discussion and comment, with final drafts being considered on 2 February.
- 2.10 The 2023-24 Business Plans will align to the new directorate structure and consider the immediate and emerging financial environment where possible.
- 2.11 It is intended to provide further information to the Committee through a workshop session ahead of the 8 December meeting.

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 consider the contents of the report including the Corporate Key Performance Indicator Quarter 2 dashboard and case study detailed at Appendix 2.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1: Corporate Key Performance Indicators – Quarter 2.

Appendix 2: Key Performance Indicator W3