

Report to: Finance, Resources and Corporate Committee

Date: 13 March 2023

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, Q3 dashboard of Key Performance Indicators.

2. Information

Corporate Key Performance Indicators (KPI's) 2022-23 (Quarter 3)

- 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 3 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 4.
- 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.

KPI Rag Rating Overview

- 2.5 There has been some movement in the Rag rating of KPI's since Q2 in both directions. Four KPI's have improved on performance by transitioning from an Amber to a Green rating, these include: B4, J5, J6, T9. Four KPI's have decreased in rating, these include: T2, T3, T6, W2.

Rag Rating improvements

- 2.5.1 Four KPI's have improved in rating from Q2 to Q3 the details of these are outlined below:
- KPI B4 – *Facilitate the creation of 100 whole house plans and a toolkit of retrofit designs for hard to treat pre-1919 stone terrace properties in Manningham by 30th June 2022 (Building a sustainable, nature rich and carbon neutral region)*. The project closed on the 30th November 2022. 150 whole house surveys have been completed & posted to residents - an over-achievement against this KPI target. Learnings from the scheme have been presented to the Place Committee and Climate Committee in January 2023. Learnings will also be used to help inform the Better Homes Hub programme.
 - KPI J5 – *500 pre-start & start-up firms supported. (Driving Economic Growth and Innovation to Achieve Good Jobs)*. In total 580 pre-start & Start-up firms have supported (116% of annual target). A broader range of referrals are now being received via the private and third sectors, as well as via complementary products such as ADventure and Start-Up Loans. Recent figures show that WY has one of the country's highest take-up rates for Start-Up Loans, which could be part-attributed to the additional level of start-up advisory support on the ground in the region via Enterprise WY.
 - KPI J6 – *Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the strengths and opportunities of the entire region (Driving Economic Growth and Innovation to Achieve Good Jobs)*. Govt position moved away from Innovation Deals. Focus on lobbying for additional investment whilst at the same time working more collaboratively with

innovate UK to secure more business investment in WY: Action Plan with IUK being developed and launched in Feb 2023. Launchpad application to support cluster development submitted in November 2022.

- KPI T9 – *Delivery of Bus Enhanced Partnership (Creating an Accessible Clean and Customer Focused Transport System)*. Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan now adopted. The first stage of BSIP expenditure has been approved by the Transport Committee.

Rag Rating Decreases

2.5.2 Four KPI's have declined in rating from Q2 to Q3 the details of these are outlined below.

- T2 – *Continue development and delivery of Transforming Cities Fund programme projects (Creating an Accessible Clean and Customer Focused Transport System)*. There is continued work with project teams to set out accurate project forecasts. Programme prioritisation process could have an impact on spend going forward, and some schemes being paused, slowed down, or delivery phased. A number of schemes are on site but forecast completions for 22/23 have slipped into 23/24 (White Rose and Halifax Bus Station) though substantial on site progress made.
- T3 – *Lead work on bus reform to drive up standards of bus travel (Creating an Accessible Clean and Customer Focused Transport System)*. Consultants are in place to undertake the bus reform needs assessment. The outcome of the assessment will be taken forward for audit. It is expected that this assessment will consider options for delivery of further zero emission buses for West Yorkshire. The assessment is progressing but there have been challenges in obtaining some operator data in a timely manner, which has led to some erosion of the programme timescale contingency.
- T6 – *Bus Service Improvement Plan – year 1 delivery - Fares, ticketing and information - Network accessibility and safety (Creating an Accessible Clean and Customer Focused Transport System)*. Bus Service Improvement Plan (BSIP) now provisionally awarded subject to formal adoption of Enhanced Partnership. Commercial local bus market remains very volatile. Bus journey reliability and punctuality, and improved bus speed has a district partner component in terms of road space allocation, parking restraint and costs, and enforcement.
- W2 – *Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero. (Enabling a Diverse, Skilled Workforce and Accessible Learning For All)*. At the end of October the CA approved funding of £5.1m for green employment and skills interventions. Interventions are now being developed as part of a Business Justification Case. Business Justification Cases are now being developed on different sources and final funding scenarios which will impact on timescales and final delivery resources.

2.6 In addition to those listed above, KPI's B3, C1, E1, E3, T1, and T7 have been given a RAG rating of red for the past two quarters. A risk that is consistently identified (E1,T1, T7 and C1) is current cost inflation pressures. This is explored in more detail, including mitigations within the appendices. The Outcome of these KPI's are as follows:

- KPI B3 – Complete delivery of Social Housing Decarbonisation Fund Wave 1 programme – modifications to existing social housing to improve energy efficiency; a consortium programme of 9 local housing associations, coordinated by the Combined Authority. (Building a Sustainable Nature Rich and Carbon Neutral Region)
- KPI C1 – Progression of British Library North business case through the Assurance Framework (Championing Culture Sport and Creativity)
- KPI E1 – Continue to ensure the bus network is inclusive with good connectivity for all of our communities (Empowering our Communities Towns and Cities to Thrive).
- KPI E3 – 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 (Empowering our Communities Towns and Cities to Thrive).
- KPI T1 – Meet the Transforming Cities Fund Annual Expenditure target. (Creating an Accessible Clean and Customer Focused Transport System)
- KPI T7 – Ensure efficient delivery of Combined Authority transport services (Creating an Accessible Clean and Customer Focused Transport System).

KPI Impacts on Corporate Objectives

2.7 All Corporate KPI's have a direct impact on the Combined Authorities seven Corporate Objectives the current performance of all KPI's and how they impact the Corporate Objectives can be seen in the table below.

Q1	Q2	Q3	Q4	CORPORATE OBJECTIVE
Yellow	Red	Red		Empowering our communities, towns, and cities to thrive
Green	Green	Green		Building a sustainable, nature rich and carbon neutral region
Yellow	Red	Red		Creating an accessible, clean and customer focussed transport system
Green	Green	Green		Supporting community safety and accountable, proactive policing
Yellow	Yellow	Yellow		Championing culture, sport and creativity
Green	Green	Green		Driving economic growth and innovation to enable good jobs
Green	Green	Green		Enabling a diverse, skilled workforce and accessible learning for all

3. Tackling the Climate Emergency Implications

3.1 There are no climate emergency implications directly arising from this report.

4. Inclusive Growth Implications

4.1 There are no inclusive growth implications directly arising from this report.

5. Equality and Diversity Implications

5.1 There are no equality and diversity implications directly arising from this report.

6. Financial Implications

6.1 There are no 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.

10. Recommendations

10.1 Members are asked to consider the contents of the report including the Corporate Key Performance Indicator Quarter 3 dashboard.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1: Corporate Key Performance Indicators – Quarter 3.