

Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **Corporate Plan 2023-24**

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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 seek endorsement to the approach for developing and publishing the Corporate Plan 2023-24

2. Information

Corporate Plan 2023-24

- 2.1 Building on the 2023/24 business plan and budget that were approved at the Combined Authority meeting on the 2nd of February 2023, a public facing Corporate Plan for 2023/24 is being produced. This seeks to set out the key priorities of the West Yorkshire Combined Authority and LEP in an accessible and engaging format.
- 2.2 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. The Corporate Plan will allow the public to understand how we are spending money to achieve outcomes for the region in relation to our 7 corporate objectives. As well as setting out plans for 2023/24, the Corporate Plan will also include a summary of the Combined Authority's key achievements against organisational objectives in the 2022/23 financial year.

This will draw on performance against the 2022/23 Key Performance Indicators (KPIs).

- 2.3 Work is ongoing on the development of a West Yorkshire Plan. This will be published in Spring 2023. The West Yorkshire Plan will include a new 2040 Vision for West Yorkshire, a story of West Yorkshire and also set ambitious missions. It will reflect major changes including, the devolution deal and election of the first Mayor of West Yorkshire, ongoing impact of cost of living and doing business crisis, government's priorities for growth and proposals for spending cuts. The primary audience for the plan is government and regional partners. State of the Region reporting will continue to provide the monitoring framework underpinning the West Yorkshire Plan and wider policies and strategies of the Combined Authority.
- 2.4 Through the Corporate Plan we will outline the importance of the West Yorkshire Plan and ensure that all information and activities in both documents is aligned. The Corporate Plan will explain how West Yorkshire Combined Authority will contribute towards the missions set out in the West Yorkshire Plan. We will do this by working towards achieving our 7 corporate objectives as detailed below.
- 2.5 A focus of the Corporate Plan 2023-24 will be around working towards achieving our 7 corporate objectives. These objectives are:
 1. Empowering our communities, towns, and cities to thrive.
 2. Building a sustainable, nature rich and carbon neutral region.
 3. Creating an accessible, clean and customer focussed transport system.
 4. Supporting community safety and accountable, proactive policing.
 5. Championing culture, sport, and creativity.
 6. Driving economic growth and innovation to enable good jobs.
 7. Enabling a diverse, skilled workforce and accessible learning for all.

Following the recent change in organisational structure to be more outcome focused, the business plans were also changed to be outcome focused. As a result, all activities and outcomes highlighted in the business plans have been linked to one or more of the seven corporate objectives. This will allow us to use the details of the business plans to more accurately provide an overview on how we will specifically work towards achieving the seven objectives in the Corporate Plan. Also, we will be able to more accurately monitor our performance against our seven Corporate Objectives throughout the 2023/24 financial year.

- 2.6 It is proposed that the Corporate Plan for 2023/24 will be different from the previous year:
 - Outcome focused – This will allow us to more accurately show how activities across all teams in the combined authority are contributing to achieving our seven corporate objectives.

- Description of the of the new organisational structure – We will highlight our new organisational structure and the benefits this will have on the way the Authority operates.
- Targets and metrics – We are going to use more data and intelligence to demonstrate how we aim to make a positive impact on the seven corporate objectives and on West Yorkshire overall. We will utilise research and intelligence data to inform why we are doing our planned activities to explain how they will help achieve our goals.
- Budget information – We plan on stating how much we are spending on achieving each of the 7 corporate objectives as opposed to breaking it down by directorate.

2.7 The proposed structure of the Corporate Plan is set out in the contents page list below:

1. Mayor's Foreword
2. Chief Executive's Foreword
3. Our Vision & our Mission
4. The Mayor of West Yorkshire
5. Policing and crime
6. Our objectives (Corporate Objectives)
7. EDI
8. Securing a strong recovery, building resilience, levelling up
9. Our seven objectives intro page
10. Empowering our communities, towns and cities to thrive
11. Building a sustainable, nature rich and carbon neutral region
12. Creating an accessible, clean and customer focussed transport system
13. Supporting community safety and accountable, proactive policing
14. Championing culture, sport and creativity
15. Driving economic growth and innovation to enable good jobs
16. Enabling a diverse, skilled workforce and accessible learning for all
17. Our Finances
18. The Combined Authority Board
19. Leeds City Region Enterprise Partnership
20. Senior Leadership Team
21. The new organisational structure
22. Positive case study for each theme: Tackling the climate emergency.
Growing an inclusive economy. Embedding equality, diversity and inclusion (EDI Action Plan)

3. Tackling the Climate Emergency Implications

3.1 Tackling the Climate Emergency is a key organisational objective. 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, will be referenced in the Corporate Plan.

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, will be set out in our Corporate Plan. 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 hence our corporate plan and business plans. Each directorate has corporate targets to meet as part of the business plans. These have been defined through the Equality, Diversity and Inclusion Strategy and Action Plan through which we are aiming towards achieving excellence against the Equality Framework for Local Government.

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 That the Board endorses the approach to the development of the Corporate Plan 2023-24.

10.2 That the Board final approval of the Corporate Plan is delegated to the Mayor, LEP Chair and the Managing Director.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None