

Report to: Finance, Resources, and Corporate Committee

Date: 7 June 2023

Subject: Corporate Performance - KPIs 2022/23 Quarter 4

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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 checked="" type="checkbox"/> No

1. Purpose of this Report

- 1.1. This report provides an overview and review for quarter 4 (Q4) 2022/23 of the Corporate KPIs, and an update on the Corporate Plan for 2023/24. All performance data relating to the corporate objectives is historic data covering from April 2022 to March 2023.
- 1.2. An overview of the Q4 2022/23 KPI returns can be found in section 2.1, and an update on the work that is progressing on the Corporate Plan in section 2.2 of this report. The table in appendix 1 highlights key progress and the potential challenges against each of our Corporate Objectives. Within these are several directorate KPIs: a more detailed table for Q4 is included as appendix 2 of this report which provides a detailed account of progress and the RAG rating for each quarter for comparison. A copy of the Corporate Plan will be provided separately to the Committee as Appendix 3.

2. Information

2.1. Q4 KPI results

- 2.1.1. Appendix 1 provides an overview of progress against organisational objectives as presented here:

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

2.1.2. These ratings are a result of the average RAG rating of the individual KPIs within the objectives, which can be viewed in appendix 2.

2.1.3. This report focuses on the progression in achieving our corporate objectives from the previous quarter (Quarter 3) of year 22/23.

2.1.4. The current RAG rating of all corporate objectives remains the same as the previous quarter with the exception of one, "Enabling a diverse, skilled workforce and accessible learning for all" which has moved from green to amber, though the overall picture remains broadly positive. There are four KPI's that contribute towards achieving this objective, two are rated as amber and two are rated as green, detail is provided in appendix one. The reason this KPI has moved from green to amber is due to the RAG rating for KPI W1 (Development of a skills pipeline and investment plan. Including the development of the digital skills plan by Autumn 2022) changing from a green rating to an amber rating. This KPI relates to Development of a skills pipeline and investment plan, including the development of the digital skills plan by Autumn 2022 which has been delayed to Autumn 2023. New Employment Support and All Age Careers strategies are being developed to support the Combined Authority's position on future devolution. A Strategic Outline Case is currently in assurance and includes a range of E&S programmes with a range of interventions to address current workforce development and future workforce needs.

2.1.5. Only two of the corporate objectives have been rated as red and the details of these are discussed below.

Empowering Communities Towns and Cities to Thrive

- 2.1.6. There are 4 KPI's that contribute to achieving this objective. One is rated as green, one is rated as amber, and two have remained as reported in q3 (red). The KPI rated as green relates to the delivery of Brownfield Housing Fund and creating 1200 new homes. By the end of March 2023 we exceeded this target by nearly 50% by creating 1771 new homes.
- 2.1.7. One of the red rated KPI's relates to ensuring the bus network is inclusive with good connectivity for all of our communities, and as the committee will recall from the last meeting, it is been rated as red due to continuing funding uncertainties and cost pressures that are affecting CA and bus operators, and these concerns have previously been reported to Combined Authority, Transport Committee and Finance Resources and Corporate Committee.
- 2.1.8. The other red rated KPI has no change from Q3. It relates to preparing new policies and maintain existing policies as part of the Strategic Economic Framework. This is due to delays related to resourcing; however the Combined Authority plans to continue to pursue this work into 2023/24.
- 2.1.9. Some areas of place-based policy have been delayed due to resources being realigned to programme development activity and vacant posts in the team in 2022/23. The housing strategy evidence is now in place and the new target date for completing the strategy is Q4 2023/24. The flood review will also be progressed in 2023/24. The Low Emissions Strategy is underway led by the Transport Directorate. Government have recently issued guidance on Local Nature Recovery Strategies and new burdens funding so that work is progressing. An announcement is expected shortly from Government to confirm that the Combined Authority is the lead authority for our region.

Creating an Accessible Clean and customer focused transport system

- 2.1.10. One KPI in particular has positively contributed to achieving this corporate objective which is the delivery of the Bus Enhanced Partnership. The Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan has now been adopted. The first stage of BSIP expenditure has been approved by Transport Committee.
- 2.1.11. The three red KPI's relating to this corporate objective are discussed below.
- **Meet the Transforming Cities Fund Annual Expenditure target** – of the original forecast of £129.5M, the final year end spend (March 2023) was £42,614,445. A contributing factor to this underspend is due to the forecast being solely based on partner forecasts. Further changes since this point were the completion and reprofiling of Transforming Cities Fund into City Region Sustainable Transport Scheme over a longer period. The inflation review also contributed, where a number of our schemes were put forward for pausing, pipelining or phasing, to deal with over programming and inflationary issues across Transforming Cities Fund and West Yorkshire Transport Fund. There has also been some performance/progress issues on some partner schemes that we are actively managing to get these back on track.

- **Delivery of the Bus Service Improvement Plan** – The commercial local bus market remains very volatile. Bus journey reliability, punctuality, and improved bus speed has a district partner component in terms of road space allocation, parking restraint and costs, and enforcement.
- **Ensure efficient delivery of Combined Authority transport services** – This concerns the ongoing threat of commercial bus service withdrawals and tendered bus service withdrawals due to cost inflation and continued driver shortages. This has partly been mitigated by Government (DfT) extending BRG funding until March 2023. Increased financial challenges, reduced levels of customer demand (80 per cent pre pandemic levels), and market volatility continue to be contributory factors. Based on the Transport Levy being maintained at current levels in 23/24, there will need to be more radical changes to tendered bus service provision across the network.

2.1.12. The following KPIs have all shown positive progression since Q3:

- **E2** (amber to green) in relation to the delivery of Brownfield Housing. There has been a progression of 9 Business Cases through the Assurance Framework - which despite being 1 below the forecast - the indicative output is 1771 homes which is 571 homes above the original forecast.
- **B3** (red to amber) in relation to the delivery of the Social Housing Decarbonisation Fund. There have been a number of challenges (cost of living crisis and project delivery challenges) which have impacted delivery, however good progress has been made (2nd highest performer nationally) and further funding awarded to support project.
- **J8** (amber to green) in relation to attracting, growing and retaining investment in West Yorkshire. 1701 jobs have been created and 110 safeguarded at the end of Q4.

2.2 **Corporate Plan 2023-24**

2.2.1 The Corporate Plan for 2023-24 has been produced and is to be agreed by the Chief Executive, in consultation with the Mayor and LEP Chair as delegated by the Combined Authority. The Corporate Plan sets out the objectives of the organisation over 2023-24, split by the seven corporate objectives and firmly focussed on outcomes. It also contains information about the budget and the organisation. A copy of the Corporate Plan will be provided separately to the Committee as Appendix 3.

3. **Tackling the Climate Emergency Implications**

3.1. Five of the eight KPI's relating to "Building a Sustainable, Nature Rich and Carbon Neutral Region" have been rated as green with the remaining three

receiving an amber rating. These three include modifications to existing social housing to improve energy efficiency, replacing the CA's existing diesel vehicles with electric vehicles, and implementing actions from the Carbon and Environment Action Plan. One KPI (B3) has shown an upwards progression, this is discussed in section 2.1.5. Progress to note is an over-achievement of targets within the Retrofit Hub pilot (150 whole house surveys against predicted 100).

- 3.2. In the Corporate Plan, Tackling the Climate Emergency is noted as a key cross-cutting theme and a case study provided to highlight positive work in the last year.

4. Inclusive Growth Implications

- 4.1. There appears to be significant benefits to inclusive growth, with the objectives 'Enabling a diverse, skilled workforce and accessible learning for all', and 'Driving economic growth and innovation to enable good jobs' having an overall green/amber RAG rating.
- 4.2. However, as has consistently been identified this year, cost inflation, cutbacks and budgeting issues risk negative implications for inclusive growth. This can be seen in E1 (in relation to ensuring the bus network is inclusive with good connectivity) with cost pressures consistently keeping this KPI in red.
- 4.3. In the Corporate Plan, Inclusive Growth is a noted as a key cross-cutting theme and a case study provided to highlight positive work in the last year.

5. Equality and Diversity Implications

- 5.1. Overall, there appears to be a good progression of EDI targets across the KPIs with targets being met or exceeded in many cases. As has been noted in previous reports, risks such as cost inflation and budgeting pressures will have a more detrimental impact on those who are already disadvantaged, if some projects are unable to be realised due to cost pressures, the risk of not meeting EDI targets may be increased. To note, despite the publication date being moved (detailed provided in 2.1.4), Mass Transit are producing an EDI strategy to embed across the Directorates work.
- 5.2. In the Corporate Plan, EDI is a noted as a key cross-cutting theme and a case study provided to highlight positive work in the last year. We have also included a full page to highlight EDI as a key priority for the organisation this year.

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 Committee considers the Q4 KPI results for 2022/23 and notes the Corporate Plan for 2023/24.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

All performance data relating to the corporate objectives in appendix 1 and 2 is historic data covering from April 2022 to March 2023.

Appendix 1: Overview table of corporate objectives.

Appendix 2: Corporate KPIs Q4 Reporting

Appendix 3: Corporate Plan 2023-24 **TO FOLLOW**