
Report to:	Corporate Scrutiny Committee
Date:	22 September 2023
Subject:	Strategic focus and performance monitoring

Director:	Alan Reiss, Chief Operating Officer
Author:	Katie Wilby, Corporate Programme Manager

1. Purpose of this report

- 1.1. To advise members on work to monitor the impact and performance of the organisation against corporate indicators, specifically:
- The setting of strategic regional targets and objectives
 - Regional impact assessment mechanisms and outcomes
 - Business Planning and monitoring of delivery
 - Performance monitoring processes, short, medium and long term

2. Information

West Yorkshire Plan and State of the Region

- 2.1. The strategic direction for West Yorkshire is set out in the West Yorkshire Plan, launched in summer 2023. It is a key strategic document co-produced with partners, and establishes five missions to 2040, to make our place prosperous, happy, well-connected, sustainable, and safe. Success will require continued partnership working with our five local authorities, with the wider public sector, businesses, and community organisations. The vision is “A brighter West Yorkshire — a place that works for all. An engine room of ideas and creativity, where anyone can make a home.”
- 2.2. The purpose of the document is to:
- Set the trajectory for the longer term up to 2040
 - Ensure government and wider local, national and international stakeholders are clear on the priorities and ambitions of the region
 - Ensure that all regional partners speak with one strong voice to government
 - Develop a shared endeavour between the Combined Authority and the local authorities and clarify priorities building on the ongoing partnership work.

2.3. The Plan includes five missions and associated targets that are aspirational and represent an ultimate ambition for West Yorkshire.

- Mission 1: A prosperous West Yorkshire – an inclusive economy with well paid jobs
- Mission 2: A happy West Yorkshire – great places and healthy communities
- Mission 3: A well-connected West Yorkshire – a strong transport system
- Mission 4: A sustainable West Yorkshire – making lives greener
- Mission 5: A safe West Yorkshire – a region where everyone can flourish.

2.4. Progress against delivery of the five long term missions is monitored through the annual State of the Region report, produced and published by the Combined Authority each year since 2021.

2.5. State of the Region is an annual stock-take of West Yorkshire's progress against key socio-economic indicators. It is not intended to provide an evaluation of the work of the Combined Authority or any single organisation, but the collective activities of West Yorkshire partners are designed to move the dial on these.

2.6. The indicators contained in State of the Region are now mapped against the five Missions contained in the West Yorkshire Plan. State of the Region provides the mechanism for reviewing progress against the Vision and Missions of the Plan. Additional indicators identified through the West Yorkshire Plan consultation process have been incorporated into State of the Region 2023, including child poverty, wellbeing, participation in culture, heritage and sport, bus punctuality and reliability and electric vehicle charging infrastructure.

2.7. All portfolio Committees of the Combined Authority have been consulted on the indicators that are relevant to their remit and the overall basket of indicators has been approved and finalised for use in State of the Region. Ongoing reporting to the committees on the State of the Region indicators will continue in 2023/24.

2.8. State of the Region deliverables consist of:

- Full State of the Region indicator report
- Executive summary
- [Interactive data dashboard](#).

2.9. It is planned that the 3rd annual iteration of the State of the Region report will be published November 2023. A detailed communications plan and supporting briefing material is currently being prepared.

2.10. The full list of indicators in State of the Region including the newly adopted West Yorkshire Plan metrics are shown at **Appendix 1** to this report. This table is designed to show CSC how the full State of the Region indicator set has been adapted and developed to address the wider needs of the West Yorkshire Plan. Also included in Appendix 1 for illustrative purposes is the summary analysis of performance against the indicators from the 2022 State of the Report. The State

of the Region report will be published in November 2023, and will be shared with the Corporate Scrutiny Committee when published.

Organisational Objectives

2.11. The Combined Authority works in partnership to deliver the missions set out in the West Yorkshire Plan. The Authority itself has seven objectives from which outcomes are derived and performance measured. These are published as part of the Corporate Plan and inform the Combined Authority's annual business planning. Collectively, they help to ensure that everything the organisation delivers is centred around the goal of improving the lives of the people, businesses, and communities across West Yorkshire. They also support the delivery of the Mayor's ten pledges from her manifesto in 2021.

2.12. The seven corporate objectives are:

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

2.13. These objectives are used to support business planning and outcome setting for the organisation, and are used to aid reporting. This is set out in more detail in the subsequent section.

2.14. The Corporate Plan is an annual document that sets out what the organisation will deliver over the coming year to achieve the overarching vision for the region as set out in the West Yorkshire Plan.

2.15. The relationship between the West Yorkshire Plan and the Corporate Plan can be shown as follows:

Strapline: Working for a better West Yorkshire

Mission: We develop and deliver policies, programmes and services which directly benefit the people of West Yorkshire

West Yorkshire Plan Vision: A brighter West Yorkshire – a place that works for all. An engine room of ideas and creativity, where anyone can make a home.



The West Yorkshire Plan
A brighter West Yorkshire that works for all.

The West Yorkshire plan 2040 is shared between Combined Authority and the five Local Authorities. It is shared endeavour. We are only one player in its delivery.

Cross-cutting themes

- Equity, Diversity and Inclusion
- Inclusive Economy
- Climate Emergency
- Customer Service



West Yorkshire Combined Authority
Corporate Plan 2023-24

The Corporate Plan is what we will do to deliver our part of the West Yorkshire Plan this year. It comes from the business plan. In future it will become multi-year as well...

West Yorkshire Combined Authority 4 westyorks-ca.gov.uk

Corporate Business Planning and Performance Reporting

- 2.16. The Combined Authority sets an annual business plan and budget. The business plan for 2023/24 was developed based around the outcomes that the organisation is seeking to achieve. At the heart of everything the Combined Authority does, including the outcomes it delivers on an annual or multi-year basis, are the seven corporate objectives outlined at 2.12.
- 2.17. All Heads of Service across the organisation report progress against business plan outcome, KPI and output delivery, as well as flagging risks. This reporting is fed into a central database and is analysed monthly.
- 2.18. Senior officer Boards receive this analysis advising on progress against corporate objectives and business plan activities across the organisation. This allows oversight of delivery and any risks arising, so that these can be mitigated appropriately.
- 2.19. Through both officer boards and public committees targets are reviewed routinely in year. Where necessary, action is taken to mitigate risks to delivery and / or achievement of targets where these are off-track.
- 2.20. Finance, Resources and Corporate Committee (FRCC) receive reports on progress against delivery of our annual business plan. Directorate business plans align with corporate objectives, and through this there are mechanisms to understand successes, progression and opportunities for improvement.
- 2.21. The most recent report to FRCC, in June 2023, provided quarter 3 2022 / 23 data on corporate Key Performance Indicators (KPIs). A copy of this report is

linked below and its appendices are in **Appendix 2 and 3** for reference. The Committee is asked to note that these contain information which was up to date at the time of publication. Further progress has now been made, and the next report to the FRCC Committee is due in November 2023.

2.22. Overall performance against corporate objectives in previous years is shown below:

2.22.1. End year outcomes against corporate performance metrics for 2021 / 2022 showed (these have been taken as an overall average of business plan objectives within each priority):

Objective	Rating
Boosting productivity: helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape.	Yellow
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic.	Yellow
Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.	Yellow
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.	Blue
Ensuring Effective and Efficient Policing: Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire.	Blue

2.22.2. Our corporate objectives were reframed in 2022, remaining underpinned by our cross-cutting aims (embedding EDI, tackling the climate emergency, and enabling inclusive growth) and aligned to the Mayoral pledges. End year outcomes from 2022 / 23 are compared against current metrics in the table below (as above these have been taken as an overall average):

Objective	2022/23 EOY status	2023/24 current status
Empowering our communities, towns, and cities to thrive.	Red	Yellow
Building a sustainable, nature rich and carbon neutral region.	Blue	Yellow
Creating an accessible, clean and customer focussed transport system.	Red	Yellow
Supporting community safety and accountable, proactive policing.	Blue	Yellow

Championing culture, sport and creativity.		
Driving economic growth and innovation to enable good jobs.		
Enabling a diverse, skilled workforce and accessible learning for all.		

Key	
	Fully satisfies key requirements. Completed or on track to be completed / achievable.
	Partially satisfies key requirements – some outstanding elements which could prevent completion if not addressed.
	Key requirements are outstanding, with clarifications considered as high-very high risk and prevent completion / delivery if not addressed.

Publication Scheme

2.23. The Combined Authority is committed to transparency in all its business, and as such maintains a publication scheme setting out what information will routinely be made available, how the information can be accessed and whether or not the information is free of charge.

2.24. The Combined Authority has adopted the Information Commissioner's Office's (ICO's) model publication scheme. The scheme consists of information already published and held by the Combined Authority or information which is to be published in the future. All information in our publication scheme is either available on the organisation's website, or is available in traditional document form. The exception to available information is:

- If the information is not held.
- If the information is exempt from disclosure.
- The information is not easily accessible.

2.25. The Information Commissioner's Office (ICO) has a model publication scheme that identifies seven "classes" of information:

- Who we are and what we do (organisational information, locations and contacts, constitutional and legal governance)
- What we spend and how we spend it (financial information relating to project and actual income and expenditure, tendering, procurement and contracts)
- What our priorities are and how we are doing (corporate plan, assurance framework and key strategies for regional development)
- How we make decisions (decision-making processes and consultation, which includes publication of business plans)

- Our policies and procedures (policies and procedures in place for delivering the Combined Authority's functions and responsibilities; including conduct of Combined Authority business, provision of services, employment of staff, customer service, records management and personal data)
- Lists and registers (information held in registers required by law and other lists and registers relating to the functions of the organisation)
- The services we offer (information and advice provided to members of the public, booklets and leaflets and media releases)

2.26. The Combined Authority is required to specify the information which it holds, and which falls within those categories of information and has produced a simple guide which lists the specific information it publishes within each of the above classes. This is available to review on the website (see background documents).

3. Tackling the Climate Emergency Implications

3.1. Tackling the climate emergency is a key cross cutting theme for the organisation's work, defined in the Corporate Plan. The West Yorkshire Plan Mission 4 is for a Sustainable West Yorkshire, supported by a target to have a net zero economy by 2038. It is also reflected as part of both '*Building a sustainable, nature rich and carbon neutral region*' and '*Creating an accessible, clean and customer focused transport system*' objectives.

4. Inclusive Growth Implications

4.1. Inclusive growth is a cross cutting theme, one of three golden threads which support all organisational activities for the region.

4.2. In addition to being a cross-cutting theme, all the corporate objectives contribute directly to delivery of inclusive growth for the region.

5. Equality and Diversity Implications

5.1. Equality, Diversity and Inclusion is a cross-cutting theme within the Corporate Plan.

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 Corporate Scrutiny Committee notes the report and provides any feedback or comments.

11. Background Documents

[Corporate Plan 2023 / 24](#)

[West Yorkshire Plan](#)

[State of the Region 2022](#)

[Report, FRCC \(6 June 2023\): Item 6, Corporate Performance \(*appendices included below*\)](#)

[West Yorkshire Combined Authority Publication Scheme](#)

12. Appendices

Appendix 1: West Yorkshire Plan metrics

Appendix 2: Overview table of corporate objectives (June 2023 Finance Resources and Corporate Committee)

Appendix3: Corporate KPIs Q4 Reporting (June 2023 Finance Resources and Corporate Committee)