



Report to:	Finance, Resources, Corporate Committee
Date:	2 November 2023
Subject:	Organisational Performance
Director:	Alan Reiss, Chief Operating Officer
Author:	James Bingham, Corporate Planning and Performance Officer

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 The purpose of this report is to provide an overview of the Q1 and Q2 corporate performance for 2023/24 in relation to the delivery of the Combined Authority's business plans. Officers are refining the presentation of this data, and the Committee's views on this are welcomed.

2. Information

The West Yorkshire Plan and The Corporate Plan

- 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. It includes five missions and associated targets to 2040 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.

2.2 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. 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. The Combined Authority works in partnership to deliver the missions set out in the West Yorkshire Plan. The Authority itself has seven objectives (seen in the table in section 2.2) 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. The relationship between the West Yorkshire Plan and the Corporate Plan can be shown as follows:



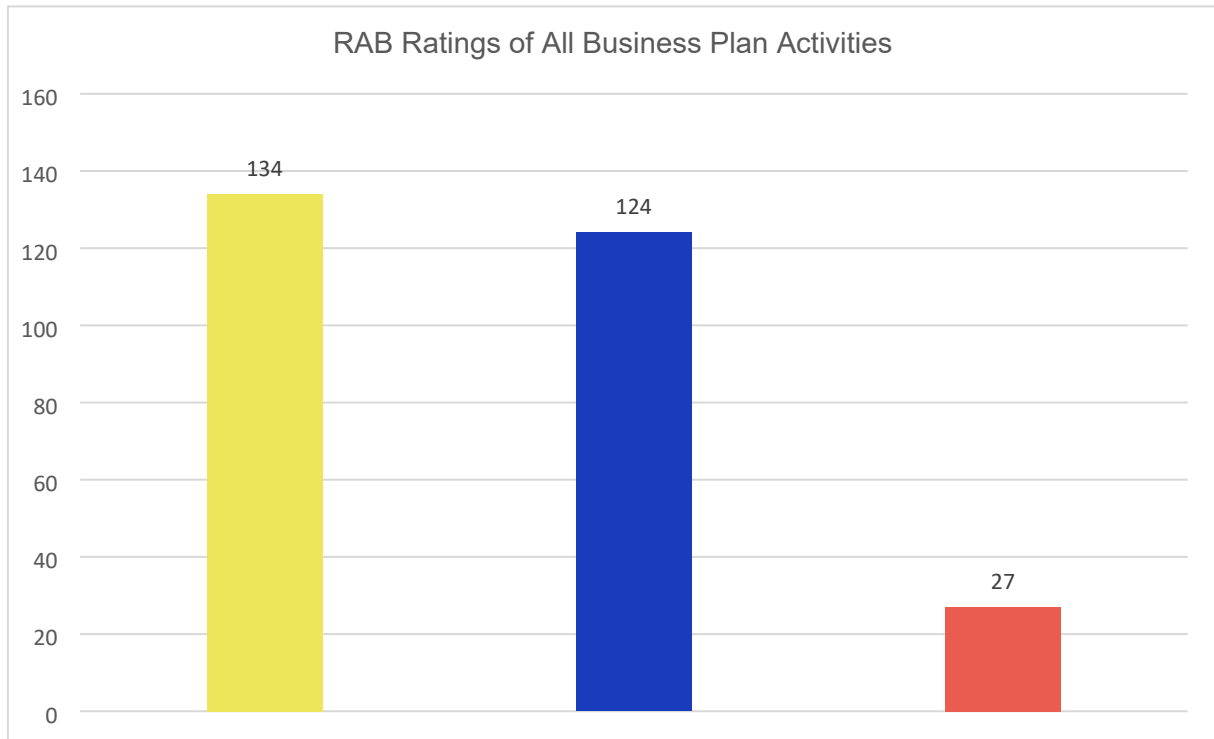
2.3 The corporate performance monitoring strategy considers the performance of business plan activities from across the Combined Authority and supports the delivery of the seven corporate objectives. All 285 business plan outcomes are linked to one or more of the seven corporate objectives and are RAB rated each month based on current performance. These individual RAB ratings are then collated and used to understand how the Combined Authority is performing against the corporate objectives. As well as presenting this information on a quarterly basis to FRCC, this information is also widely used across the organisation and is presented to a range of internal boards. For example, a monthly performance report is presented to the combined authorities senior management team. This is done to highlight key issues and risks to allow decision makers to address them and improve performance of the organisation overall. This allows regular monitoring and intervention of business plan outcomes and helps the combined authority achieve its corporate objectives.

- 2.4 The current performance of the seven corporate objectives and the business plan activity RAB ratings can be seen in the tables below. Following the first quarterly report on corporate performance two objectives have been further developed for the purpose of more accurate reporting, “Organisational Improvement” and “Cross Cutting Impacts”. Organisational Improvement relates to specific internal projects to improve the organisation, for example the development of the new HR and Finance system CiAnywhere. Cross Cutting Impacts relates to a business plan activity that impacts all 7 corporate objectives equally for example the development of local partnerships.

Q1 and Q2 RAB Ratings of Corporate Objectives

OBJECTIVE	RAB Q1	RAB Q2
Building a sustainable, nature rich and carbon neutral region		↔
Championing culture, sport and creativity		↔
Creating an accessible, clean and customer focussed transport system		↔
Driving economic growth and innovation to enable good jobs		↓
Empowering our communities, towns and cities to thrive		↔
Enabling a diverse, skilled workforce and accessible learning for all		↔
Supporting community safety and accountable, proactive policing		↔
Organisational Improvement	n/a	
Cross Cutting Impacts	n/a	

KEY	
	Is expected to be fully delivered or exceed targets by the end of 2023/24
	Is expected to be at least partially delivered by the end of 2023/24
	Is at risk of not being delivered by the end of 2023/24
↑	Performance has improved
↔	There is no change in performance projection
↓	Performance has slowed



- 2.5 The table above shows the RAB ratings of all 285 West Yorkshire Combined Authority business plan outcomes.
- 2.6 Of the 285 business plan activities, 124 have been rated as on track to be achieved or exceed target. A selection of the most notable achievements are highlighted below.
- 2.7 **Outcome** – Business Productivity Programme - 100 businesses improve their productivity by investing in new advanced technology & equipment, creating new jobs, and upskilling existing ones and building positive working cultures.
Current Status – Programme launched in March 2023. Since then, 173 enquiries have been received, and 117 businesses onboarded to the advisory element of the programme delivered by Exemplas. 40 referrals have been made for grant support, with 15 applications received (total grant request £533,895), with 9 approvals made and grants totalling £332,106 offered. A first payment of £37,445 was made in early September 2023.
- 2.8 **Outcome** – Enterprise West Yorkshire - Anyone in West Yorkshire with the ambition to start and grow a business can access support and guidance (500 in-year), irrespective of their background, the growth potential of the enterprise or the sector in which it will operate.
Current Status – 150 businesses supported through Start Up Manager. 313 businesses supported through Start Up West Yorkshire. 11 businesses supported through Adventure. 66.7% Female 39.4% BAME 13.2% Disability

- 2.9 **Outcome** – Business Sustainability Programme - 150 businesses in West Yorkshire are supported to reduce carbon emissions, implement energy efficiency measures, mitigate flood risks or adopt active & sustainable travel activities.
Current Status – Full launch took place at the start of July, aligned to Yorkshire Sustainability Week. 145 businesses supported. 47 businesses with intensive assists.
- 2.10 **Outcome** – Delivery of Capital Project at Halifax - This is a brand new bus station and will raise the bar in customer experience and safety for public transport users.
Current Performance – Following a successful site safety tour and inspection, Halifax bus station stands K-U will open to the public for operation use on 1st October 2023. Works will now focus on the next phase to complete stand A-J and fully deliver a new completed bus station. The station provides commercial retail and office units that will increase revenue income to the Combined Authority.
- 2.11 **Outcome** – Adopt a Passenger Charter - In order to make a clear offer to customers, ensure consistency for all bus users and to ensure consistency and transparency are at the heart of service delivery.
Current Status – Delivered. Monitoring and reporting of KPIs ongoing via Bus Alliance Operational Board.
- 2.12 27 business plan outcomes across the organisation have been rated as ‘red’ (at risk of not being delivered), the common reasons behind this are:
- Current staff capacity
 - Unable to recruit to vacancies.
 - Insufficient resource to manage competing priorities.
- 2.13 Specific business plans outcomes that have been rated as at risk of not being delivered are discussed below.
- 2.14 **Outcome** – Accelerate the renewal of our bus fleet utilising zero emission vehicles.
Current Status – There will be a delay in delivery of all Zero Emission Buses (zebs) in 23/24 that was set out at the beginning of the year. Within 23/24 the Combined Authority will deliver 57 zebs via First Bus at Bramley Depot. There has been an approved time extension from DfT for the 47 zebs being delivered via Arriva and also a time extension for 15 of the 32 zebs being delivered via Transdev. The team is looking to reallocate the remaining 17 zebs that Transdev can now no longer deliver to potentially deliver via an alternative operator in 24/25. (To note the overall number of zebs in the programme has increased to 136, but delays mean these will be delivered over 23/24 and 24/25). Charging infrastructure will be delivered at First Bramley Depot in 23/24, with charging infrastructure delivered at Arriva’s Barnsley Road Depot and TDV Keighley Depot in 24/25.
- 2.15 **Outcome** – West Yorkshire Innovation Support Programme.
Current Status – Grant schemes to launch in September are now delayed until posts are filled from previous programme which had become vacant.

- 2.16 **Outcome** – Review the purpose and operating model for AccessBus ahead of key decisions regarding fleet renewal.
Current Status – A report to review the purpose and operating model for AccessBus is scheduled for the next meeting of the Transport Board on the 7th November 2023. Following this meeting a report will be sent to the Combined Authority’s Internal Leadership Board to present options for further extension of current contracts with TLC Travel to give sufficient time for the fleet replacement to take place.
- 2.17 **Outcome** – Transform the approach to corporate marketing and communications through a refreshed approach to brand management, colleague communications, market research, and events.
Current Status – The brand review was a success and is rolling out from w/c 2nd October. However, there are ongoing pressures on the corporate marketing and comms team due to timing of other major projects such as Ci Anywhere, all colleague event and awards, relaunch of EEP, Gateway Review, State of the region, colleague survey and continuing change comms / culture campaigns. It is the busiest time of year for the Design team, meaning more tasks have gone to external agencies.
- 2.18 **Outcome** – Managers can be empowered and held to account for robust financial management. Improved information for decision-makers.
Current Status – CiAnywhere is being implemented from November 2023. Training documentation and delivery timelines to be reviewed and further developed/updated in conjunction with CiAnywhere implementation. Work underway to re-set core reporting timetables.
- 2.19 **Outcome** – Develop, deliver and maintain websites for the Combined Authority and associated brands.
Current Status – The web team is still under-resourced. Work is ongoing to explore how to resource the redevelopment of our websites. The team's capacity is stretched due to the high volume of demand for new websites and products from across the Combined Authority.

Corporate Plan Targets

- 2.20 During the creating of the West Yorkshire Combined Authority Corporate Plan 2023-24, specific business plan activities were identified as quantifiable that would help measure progress against the corporate objectives. Further information about these 34 targets can be found in **appendix 2** of the report. These targets are monitored on a monthly basis through the regular collection of data and relating them back to achieving the corporate objectives. Below is a table that shows each of the RAB ratings for those 34 corporate plan targets against the corporate objectives.



2.21 Of the 34 targets, 9 are currently rated as achieving or exceeding target, details of notable mentions are outlined below.

2.22 **Outcome** – Deliver 85% of MCard sales by mobile app (2023-24 target).

Current Performance – Increase in use from 83% to 87% to date with further growth anticipated. New user interface due to be launched shortly. Further journey planner and Real Time Information integration planned by Yorcard.

2.23 **Outcome** – Complete 10 projects to promote more sustainable transport options, completed in 2023-24 period.

Current Performance – 11 projects completed or on track to be completed in 2023/24.

- 5 West Yorkshire Transport Fund - A62 Smart Corridor (Kirklees), Dyneley Arms (Leeds), Armley Gyratory (Phase 1), City Square Leeds, Fink Hill Leeds, Great Horton Road / Horton Grange Road Bradford, Newton Bar Wakefield.
- 1 City Region Sustainable Transport Settlement – Thirsk Row / King Street Bus Gate/Access.
- 5 Transforming Cities Fund – Tadcaster Road, Leeds City Bikes, Halifax Bus Station, White Rose Station, Leeds City Centre Cycling

2.24 **Outcome** – Support 3,000 businesses to grow and become more resilient.

Current Performance – Good progress made on the infrastructure to support the evolution of the Growth Service. Department for Business and Trade funding has been secured. Over 1,300 businesses have been supported including 381 that have received intensive support (advice and/or financial assistance).

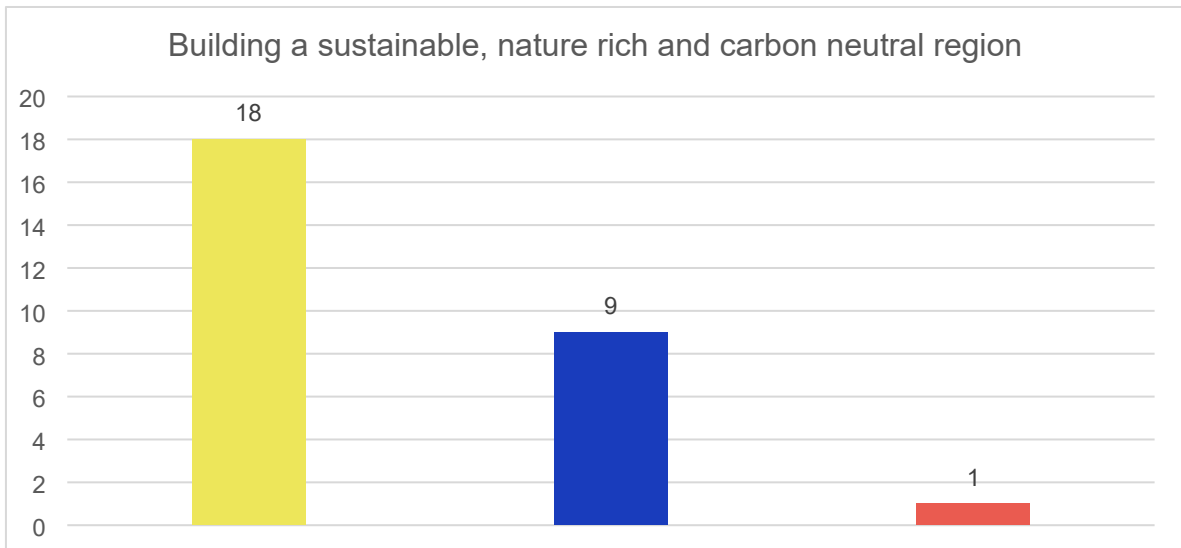
- 2.25 **Outcome** – Support 500 start-up / early-stage enterprises.
Current Performance – 356 businesses have been supported to start a new business or to grow a business less than 3 years old. 111 businesses have received support from a Start-Up Manager, 234 businesses have received support from Start-Up West Yorkshire and 11 businesses have received support from Adventure.
- 2.26 **Outcome** – Commission targeted services to increase community safety and support victims and witnesses of crime, this Mayoral term.
Current Performance – Work continues to deliver against 10 different funding streams totalling £16.5m funding 90 different organisations (2022-23). The Mayor has agreed to participate in a 12-month pilot to deliver immediate justice for anti-social behaviour funded with £1m from the Department of Levelling-up and Communities/Home Office, effective from July 2023.
- 2.27 **Outcome** – Advice and training for 20 ‘creative’ mentees
Current Performance – The Mentoring scheme, Next Level, has supported 20 individuals/mentees working in mid-level roles in TV production and Games looking to progress to a more senior position in the industry. Screen Yorkshire delivered this in partnership with Game Republic. Phase 2, ‘Next Level’ ran to May 2023 and mentees each got a career action plan, a minimum number of hours of support delivered to them and this included training sessions, seminars and workshops to help them develop key skills as well as networking and industry specific events.
- 2.28 **Outcome** – 30 ‘creative’ businesses to be provided with export support.
Current Performance – Export Labs was delivered to 29 businesses (one business dropped out) from the wider creative industries including TV, Games, Arts and Culture and included a blended, bespoke and intensive export programme to help them generate income revenues from the highly profitable export markets and assist them with exporting their content internationally.
- 2.29 Of the 34 targets, three currently have a red RAB rating. One of these targets relates to zero emission vehicles already discussed in section 2.7. The details of the remaining two targets are outlined below.
- 2.30 **Target** – 100% bus services to accept contactless and mobile app payment (Tap and Cap) by Q3 of 2023-24.
Current Performance – Now following Project Coral, which is a DfT/operator-led national initiative, i.e., outside of the control of the Combined Authority. As a result, it has been agreed by the Combined Authority’s Internal Leadership Board that this business plan outcome is to be removed from the 2023-24 business plans and will no longer be monitored. As this outcome is now following the national project timeline, it is likely that not all buses in West Yorkshire will have tap and cap by Q3 of 2023/24.

2.31 **Target** – 5,000 affordable and sustainable homes delivered over the course of the Mayoral term.

Current Performance – Work has been undertaken to look at options to accelerate delivery. It's recognised that there won't be updated national delivery figures until November 2023.

3. Tackling the Climate Emergency Implications

3.1 One of the Combined Authority's corporate objectives is aimed at tackling the climate emergency, "Building a sustainable, nature rich and carbon neutral region". 28 business plan activities contribute towards achieving this objective. The RAB ratings are shown in the table below.

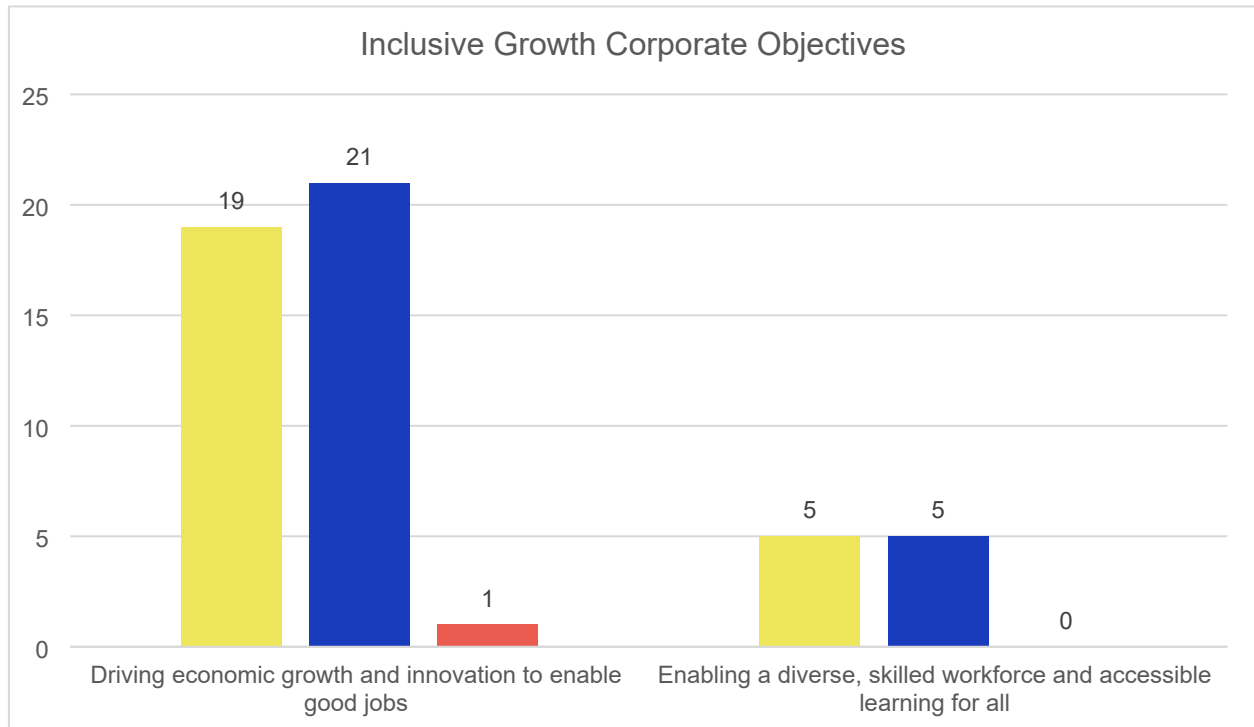


3.2 Overall, this area is performing well with only one business plan activity associated with achieving this objective being rated as red. This business plan activity is associated with the delivery of Zero Emission Busses which has already been explained in section 2.5.

3.3 Of the nine business plan activities currently rated as meeting or exceeding target, the most notable successes are outlined below.

3.4 **Outcome** – Ensure the highway network is well maintained and supports safe roads, active travel, public transport journey reliability and improved customer experience.
Current Status – Two Strategic Outline Cases approved at Combined Authority (City Region Sustainable Transport Settlement (CRSTS) Asset Management and CRSTS Safe Roads). One Strategic Outline Case approved at Programme Appraisal Team (CRSTS Network Management).

- 3.5 **Outcome** – Enhance carbon reduction benefits in the Transforming Cities Fund programme by providing funding for additional measures to reduce carbon impact, including delivering EV charging, solar panels, green roof installation, e-bike hire scheme.
Current Status – Following the 2022 inflation review, the funding from this programme to support the now pipelined Halifax Station Gateway has been reallocated to support other carbon saving measures on Transforming Cities Fund/ Combined Authority assets schemes.
- 3.6 **Outcome** – Reduction in carbon and energy emissions from Combined Authority facilities and assets.
Current Status – Egg have been appointed as contractors for delivery of works. Value engineering works underway to feed into final delivery programme. To be completed by Spring 2024.
- 3.7 **Outcome** – Increasing the resilience of communities in West Yorkshire, with a focus on ensuring that interventions support our most excluded and deprived groups and communities. Specifically aligned to State of the Region outcomes develop policies and programmes that enable: a reduction in fuel poverty, an increase in provision of affordable, energy-efficient homes, CO2 emissions reductions; a reduction in premises at risk of flooding, increased access to green and blue infrastructure.
Current Status – Better Homes Hub Client Side support in place, priority Task Orders being drafted (priorities are delivery models for the One Stop Shop and the long-term strategy). Business case submitted on the low cost retrofit loan for internal assurance. New energy efficiency framework in place. Officer now in post leading on the pathways and climate plan update, draft brief in development.
- 4. Inclusive Growth Implications**
- 4.1 Two of the Combined Authority’s corporate objectives relate to inclusive growth; ‘Enabling a diverse, skilled workforce and accessible learning for all’, and “Driving economic growth and innovation to enable good jobs.” 51 business plan activities that are monitored contribute to achieving these objectives. The RAB ratings of these activities are shown in the table below.



- 4.2 Overall, this area is performing well, only one business plan activity associated with achieving these corporate objectives has been rated as red. This business plan activity is associated with the West Yorkshire Innovation Support Programme, and a delay in grant schemes being launched in September until new posts are in place.
- 4.3 Of the 26 business plan activities currently rated as meeting or exceeding target, the most notable successes are outlined below.
- 4.4 **Outcome** – West Yorkshire SME Investment Fund - 4 SMEs in West Yorkshire access substantial investment finance to boost growth, create jobs (circa 40 committed) and reduce emissions. The access to finance offers in the region is strengthened with an additional option available to both end-users and co-investors.
Current Status – 3 investments from the fund so far, with a total investment of £4.43m. 3 jobs created, and 21 jobs safeguarded from first investment.
- 4.5 **Outcome** – Rural Development Fund - capital grants of up to £50k for rural SMEs to diversify and improve productivity.
Current Status – 9 applications received, 4 approved (total value £140,029), 3 payments totalling £44,130 made.
- 4.6 **Outcome** – Employers supported to engage with education and training to create a pipeline of talent and encourage the take-up of inclusive recruitment practices. Increase in number of employers engaging with education. Reduction in hard-to-fill vacancies.
Current Status – Education and Skills projects completed:
Cumulative Target - 55,

Cumulative Actual – 62,
Performance % - 113%.

Businesses supported to engage with skills programmes:

Cumulative Target: 78

Cumulative Actual: 88

Performance %: 113%"

4.7 **Outcome** – Support adults to access employment, self-employment, and training, and to progress in work, targeting support at the most disadvantaged and marginalised groups in the region, including prison-leavers.

Current Performance – Adults supported to upskill and retrain:

Cumulative Target: 17,518

Cumulative Actual: 17,253

Cumulative Performance: 98%

4.8 **Outcome** – Improve the quality of careers advice in schools, with a positive impact on the career destinations of our most disadvantaged young people.

Current Performance – Schools making progress in the delivery of quality careers education:

Cumulative Target: 45

Cumulative Actual: 86

Cumulative Performance: 191%

4.9 **Outcome** – Support people of all ages to understand the career opportunities available to them in West Yorkshire.

Current Performance – Futuregoals website views:

Cumulative Target: 1,250,000 views

Cumulative Actual: 2,022,589 views

Cumulative Performance: 162%

5. Equality and Diversity Implications

5.1. In 2023 the Combined Authority published its ambitious EDI Plan with a vision of being a national leader in this space. This plan is grounded in five priorities which are underpinned by 14 aspirational targets (shown in appendix 1) by which organisational progress is measured:

- Embed equity, diversity and inclusion.
- Equity, diversity and inclusion foundations.
- Ensure our workforce reflects the diversity of West Yorkshire.
- Consult and engage with our people, communities and businesses to understand their diverse needs and ensure our services meet their needs.
- Champion equity, diversity and inclusion externally and develop an excellent regional and national reputation.

- 5.2 June 2023 was the first month in which EDI targets formed part of corporate reporting. Information was originally collected through directorate management teams. However, following a meeting of the newly established EDI Performance and Oversight board (an internal board chaired by the Chief Operating Officer), it was decided that it would be more efficient to collect performance data on the 14 EDI targets from other areas of the organisation.
- 5.3 A task and finish group was established to identify the most appropriate areas of the organisation to collect performance information to ensure accuracy in the performance data.
- 5.4 As a result of this task and finish group, EDI target performance information will be collected from a range of sources throughout the organisation such as corporate centre teams, committees, and individual members of staff.
- 5.5 A report on the performance of the 14 EDI targets is currently being drafted utilising this new data source information and is due to be presented at the next meeting of the EDI performance and oversight board on 24 November. This EDI target performance report will be submitted as part of the Q3 Corporate Performance Report to the next meeting of FRCC on 18 January.

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. A key theme that has been identified for business plan activities being at risk of not delivered is staffing resource. Of all business plan activities that are currently rated as red, 41% (11 activities) have identified staffing resource as a key issue.

9. External Consultees

- 9.1. No external consultations have been undertaken.

10. Recommendations

- 10.1. That the Committee considers the Q2 corporate performance results for 2023/24 and provides feedback on the presentation of data.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – EDI Plan Targets

Appendix 2 – Corporate Plan Targets