



Report to:	Finance, Resources and Corporate Committee
Date:	5 December 2024
Subject:	Quarter 2 Organisational Performance
Director:	Sarah Eaton, Director of Communications, Strategy, and Intelligence
Author:	Katie Wilby, Corporate Programme Manager

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If the report does contain exempt information, what is the reason for exemption: <i>(indicate in the adjacent box the relevant paragraph of Schedule 12A, Local Government Act 1972, Part 1 – see Access to Information Rules)</i>	

1. Purpose of this Report

- 1.1. To update the Committee on organisational performance against core corporate plan objectives linked to West Yorkshire Plan Missions for 2024 / 25 Quarter 2 (Q2). A presentation will be provided at the Committee summarising key elements of performance.
- 1.2. To inform the Committee of the intention to strengthen the structure of Combined Authority performance reporting and management, including the development of a Performance Management Framework and refreshed officer governance.

2. Recommendations

- 2.1 That the Committee notes performance against business plan outputs for Quarter 2 of 2024 / 25 and planned activity to address challenging performance in the Quarter 3.
- 2.2 That the Committee notes work taking place to progress the development of a Performance Management Framework for the Combined Authority.

3. Information

Context

- 3.1. The Combined Authority has a strong track record of delivering agreed strategic priorities for the region to support delivery of the five missions of the West Yorkshire Plan:

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.

- 3.2. During 2023/24 the Combined Authority delivered significant progress on key strategic priorities to deliver long term transformational and ambitious programmes of work and key projects that set the foundation for this year's plans. The scale of the achievement from last year and the opportunity created for strong performance this year can be demonstrated as follows.

Mission	Delivered in 2023/24	Priority for 2023/24
A prosperous West Yorkshire	Supported 7,056 people to access employment and self-employment support programmes (against a target of 4,200) and 48,881 people through education and skills training programmes. A total of 55,937 impacted through Employment and Skills delivery.	48,700 adults supported to upskill, or re-train and 500 employers supported to create a pipeline of talent
	Supported 5,552 new and existing business surpassing the target of 3,500.	Implement a new model to ensure businesses have the support in West Yorkshire they need to start up, locate, grow and scale up.
A happy West Yorkshire	Enabled 1,413 homes for development on brownfield land (against a target of 1,000).	Implement the Strategic Place Partnership including application of the Housing Accelerator Fund.
A well-connected	Production and submission of the region's Mass Transit Business Case.	Mass Transit Strategic Outline Case (SOC) submitted to the



<p>West Yorkshire</p>		<p>Department for Transport (DfT) for review after public consultation on route options for the Mass Transit system</p>
	<p>Taking the formal decision to progress bus franchising in West Yorkshire</p>	<p>Implementation of the transition plan for Bus Franchising, delivering the first version programme plan</p>
<p>A sustainable West Yorkshire</p>	<p>Energy efficiency measures installed for 2,306 households, to deliver warm, energy-efficient homes, reduce carbon emissions and tackle fuel poverty</p> <p>Completion of sustainable transport projects:</p> <ol style="list-style-type: none"> 1) West Yorkshire Transport Fund - Armley Gyratory (Phase 1), City Square Leeds, Fink Hill Leeds, Great Horton Road / Horton Grange Road Bradford, Newton Bar Wakefield 2) City Region Sustainable Travel Settlement - Thirsk Row / King Street Bus Gate/Access 3) Transforming Cities Fund - Tadcaster Road, Leeds City Bikes, Halifax Bus Station, Leeds City Centre Cycling 	<p>Develop the 10-year Home Energy West Yorkshire business plan in partnership with the West Yorkshire Housing Partnership for an investment strategy for retrofit of social home</p> <p>Completion of sustainable transport projects:</p> <ol style="list-style-type: none"> 1) Rail Station completed, 3 Park and Ride schemes completed and 20 upgraded rail stations to encourage modal shift to rail 2) Deliver 37 zero emission buses, with associated charging infrastructure at 2 depots 3) Two projects in areas of high deprivation (A639 and A629) to improve bus journey times and provide active travel routes

A safe West Yorkshire	Sustained recruitment of police officers and staff. Enhanced reach of victim support services by funding 31 organisations, 24 of which are VCSE organisations, providing 72 different services for approx. 85,000 victims of crime a year.	Secure sufficient funding for policing in the region and commission services for victims, witnesses, and perpetrators across West Yorkshire to deliver the Police and Crime Plan priorities, including a West Yorkshire wide restorative justice service, victim support services for all victims of crime and independent sexual violence advisers.
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Quarter 2 Performance 2024/25

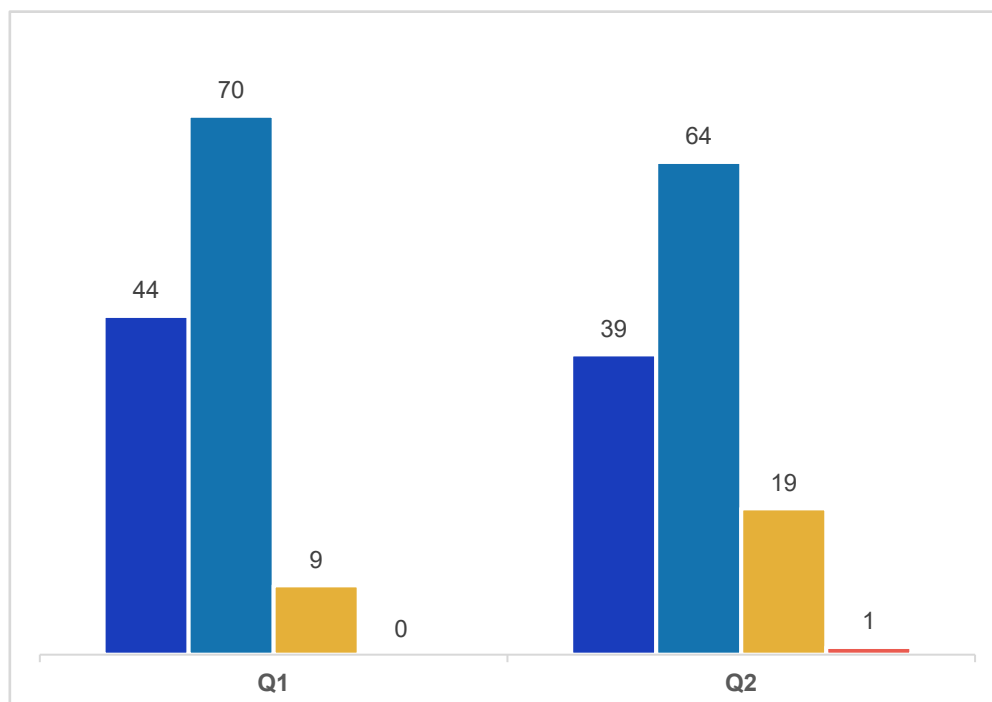
- 3.3. The Combined Authority's Corporate Plan 2024/25 identifies a number of key priorities for delivery against the five missions outlined above. This report provides information and analysis on progress of business plan activity during Quarter 2 July – September 2024. The report has been structured to provide robust assurance on performance whilst confirming work planned to mitigate delivery risks.
- 3.4 The following key, using colour-blind accessible tones, is used by officers to make assessment of the progress towards business plan outputs:

KEY	
BLUE	Fully satisfies the key requirements. Considered to be completed or on track to be completed / achievable.
BLUE/AMBER	Partially satisfies the key requirements with clarifications considered as low to medium risk outstanding and could prevent completion if not addressed.
AMBER/RED	Partially satisfies the key requirements with clarifications considered as medium to high risk outstanding and could prevent completion if not addressed.
RED	Key requirements are outstanding, with clarifications considered as high-very high risk and prevent completion / delivery if not addressed urgently.



Q2 Performance Headlines

- 3.5 In order to enable more effective performance monitoring and management, activity has been distilled into 123 key areas of work, aligned by mission. The current approach has been amended to reflect previous committee feedback and provides a clearer picture of performance by outcome
- 3.6 Confidence in delivery at Q2 is broadly similar to Q1, however there has been a rise in the number of work areas where the risks to delivery have increased.
- 3.7 A breakdown of performance is detailed below:
- **BLUE** | There has been a marginal decrease in outcomes which fully satisfy key requirements. Quarter One had forty-four key work areas reporting blue which has decreased in Quarter Two to thirty-nine key work areas.
 - **BLUE / AMBER** | There has been marginal decline in outcomes which partially satisfy key requirements and some risk outstanding, Quarter One had seventy key work areas reporting blue/amber which decreased in Quarter Two to sixty-four key work areas.
 - **AMBER / RED** | There has been notable increase in outcomes which partially satisfy key requirements with medium to high-risk outstanding. Quarter One had nine work areas reporting amber/red which increased in Quarter Two to nineteen.
 - **RED** | There has been a small increase from no work areas in Quarter One to one work area on Quarter Two in outcomes for which key requirements are outstanding with high risk outstanding as a barrier to delivery.



3.8 The following table shows the change in reporting and trend against each mission, with key changes highlighted in Missions 1, 4 and 5.

MISSION	TREND	Q1	Q2
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.	↓		

3.9 Approximately a quarter of the areas of work are reporting a higher level of risk to delivery than in Q1. The breakdown is as follows:

- 18 (14.6%) work areas progressed in an **upwards** direction
- 31 (25.2%) work areas progressed in a **downwards** direction
- 74 (60.1%) work areas **stayed in the same category** of performance

3.10 A full representation of performance by West Yorkshire Plan Mission is included at **Appendix 1** for consideration.

3.11 Performance outcomes are assessed in the first instance by officers as part of self-reporting. This information is then reviewed by the Corporate Planning and Performance team and Senior Officers to ensure that the assessment made is justifiable and robust.

3.12 The contents of this report have been considered at the new Shadow Performance Board. Internal Boards and governance processes have been reviewed throughout 2024 to ensure that performance is monitored and appropriately addressed. (see also, 3.20) The Board is chaired by the Chief Operating Officer and provides strategic leadership on performance, finance and regulatory reporting and management.

Q2 Performance Analysis

3.13 A summary selection of work areas which have been progressed, achieved key milestones and are on track for delivery are set out in the table below.



WORK AREA	Q1	Q2	DIRECTION OF TRAVEL	STATUS
MISSION 1 A PROSPEROUS WEST YORKSHIRE				
Foreign investment in West Yorkshire's economy			↔	Following a Mayoral trade mission to Nashville, Tennessee, a landmark agreement has been signed to boost West Yorkshire's health technology sector. The creation of a "Healthtech Bridge" connecting both sides of the Atlantic will deepen cooperation on trade, investment and knowledge sharing.
Local Growth Plan			↔	The Combined Authority will receive a final draft Plan at the December meeting for endorsement, in support of the Mayor's manifesto pledge. The Plan is the outcome of significant partnership work and extensive engagement. It considers key barriers to growth and areas of focus / intervention for the region and is based on a robust evidence base. Plans to launch the Local Growth Plan are currently underway.
MISSION 2 A HAPPY WEST YORKSHIRE				
Strategic Place Partnership			↑	<p>The development of the Housing Strategy Implementation Plan is underway and will set out the resources and partnerships needed to deliver across four core objectives set out in our West Yorkshire Housing Strategy 2040 (launched in July 2024). The implementation plan will scope how the Combined Authority will work with partners to boost housing delivery across the region, focusing on leveraging additional affordable homes through future funding and flexibilities. It will also set out new activities, such as supporting local authorities with pressures on homelessness and temporary accommodation. Existing housing-related activity, such as the Home Energy West Yorkshire programme, and connecting housing ambitions to our wider work such as Mass Transit and the Climate and Environment Plan will also be captured.</p> <p>The target to embed 'Safer Parks' principles into new and improved parks across the region has been exceeded ahead of target (March 2025).</p>



Dementia Ready Housing			↑	<p>A dementia ready housing checklist, a key step in the work of the Dementia-ready Housing Taskforce, has been published. The Taskforce works to highlight the need for dementia-ready housing and services across West Yorkshire, increase awareness and understanding of dementia, challenge stigma, and work with partners to embed dementia-friendly criteria when adapting existing housing, and building new homes.</p> <p>Along with the agreement of dementia ready housing criteria – 10 measures for all new homes designed to support independent living - key needs assessment work from the NHS West Yorkshire ICB mental health, learning disability and autism programme has fed into the West Yorkshire Housing Strategy. We are coordinating the work of the Health and Housing Partnership and the Housing Providers Network planned health related work and using that to inform the Housing Strategy action plan to deliver across our Partnerships.</p>
MISSION 3 A WELL-CONNECTED WEST YORKSHIRE				
Bus stop accessibility improvements			↑	<p>The business case has progressed through a further stage of the Combined Authority’s assurance process. Once approved for delivery, the Bus Station Improvements Programme and Bus Stop and Shelter Improvement Programme, will deliver improvement across 1,000 bus stops and 14 bus stations hubs.</p> <p>These works will bring the provision of service up to accepted industry standards for passengers across West Yorkshire which will result in improvements in efficiency, safety and accessibility.</p>
Local Transport Plan (LTP)			↑	<p>Engagement on the proposed vision and objectives of new Local Transport Plan (LTP) is now complete, with 15 events held and over 600 responses received. This Plan will set out a regional approach for how the transport network needs to be improved to support the emerging Local Growth Plan and renewed Climate and</p>



				Environment Plan. A statutory consultation on the full LTP will take place in summer 2025, ahead of proposed adoption in spring 2026.
Modernised frontline passenger offer			↑	In support of the objective to implement a modernised frontline passenger offer more suited to a new bus operating environment, work to implement efficiencies and process improvements in the provision and management of passenger information continues at pace.
Mass Transit Business Case			↔	Public Consultation concluded on Mass Transit with over 4,800 responses. This is a key milestone allowing the programme to move towards selecting preferred route alignments for the Bradford and Leeds lines.
MISSION 4 A SUSTAINABLE WEST YORKSHIRE				
Climate and Environment Plan			↑	<p>The projection to have a Climate and Environment Plan in place by March 2025 is on track and extensive consultation with members (Climate Committee, other Committee Chairs, Scrutiny members, and key stakeholders). during Q2 taking place.</p> <p>Work continues at pace to develop key activity and policies which will form part of the Plan and to ensure these align with the Local Transport Plan and Local Growth Plan. A period of wider engagement on the framework and activity is planned with stakeholders, with the view of gaining validation, input and an understanding of their position in supporting the delivery of the Plan.</p>
MISSION 5 A SAFE WEST YORKSHIRE				
Policing and Crime Plan			↔	An extensive public and partner engagement and consultation programme closed on 31 October 2024 as part of development of the Police and Crime Plan for 2024 – 2028. The strategic priorities were informed by the Mayor’s manifesto, and



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				<p>consultation has taken place to ensure that the Mayor is focusing activity and funding to those areas of greatest concern to the public.</p> <p>The public consultation was a mixed method of engagement with an online survey, and in person consultation with the public and partners.</p> <p>The draft Plan is currently being written ahead of the Police and Crime Panel in mid-December, where the Plan will be considered.</p>
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- 3.14 Any work areas that show red/amber or red performance, highlighted in the following table, have been subject to additional scrutiny to ensure that effective mitigations are in place and action underway to address any risks arising.
- 3.15 The Committee is asked to note the following mission-based areas where work has been delayed or is not progressing as anticipated and where mitigations have been identified.



WORK AREA	Q1	Q2	DIRECTION OF TRAVEL	SUMMARY
MISSION 1 A PROSPEROUS WEST YORKSHIRE				
Adult Skills Fund			↓	<p>Current Outcome: Through system leadership, co-investment by employers, and strategic commissioning the intention is that everyone across West Yorkshire, particularly the most disadvantaged, can access high quality support and training to prepare for and make progress in their careers and reach their full potential. Over 40,500 learners are enrolled this academic year and there have been 72,000 new starts, reflecting strong engagement.</p> <p>Risk: The necessary re-procurement of AEB tenders for the academic year following challenge from training providers over the process followed has resulted in a risk that the organisation will not meet its targets for the year.</p> <p>Mitigations: A range of mitigations are in place including the following: existing responsiveness contracts have been extended where they are able to fill gaps; grant providers are working to meet identified needs, as and when they are identified by stakeholders; and a contract growth process is planned for Autumn to facilitate additional provision.</p> <p>Action: A thorough review of process and documentation is underway. The revised procurement specification will be released shortly, and this will offer contracts that span two academic years to support continuity of provision.</p>
MISSION 2 A HAPPY WEST YORKSHIRE				
Brownfield Housing			↓	<p>Current Outcome: This programme drives inclusive and sustainable growth in West Yorkshire by leveraging investment that provides good jobs and affordable homes in our region. Four final business cases have been approved this year and eleven projects are subject to ongoing legal negotiation</p>



				<p>Risks: Resources internally remain a matter of concern following unsuccessful recruitment exercises. Funding agreements with Government remain under negotiation in relation to freedom and flexibilities for final year spend.</p> <p>Mitigations: The Combined Authority have met and delegated approval to the Chief Executive for one project approval to enable delivery to progress. We continue to focus on outcomes which remain positive.</p> <p>Action: Continued engagement with the relevant Government department will be prioritised. Officer resourcing remains under review, and a further round of recruitment will be carried out as appropriate.</p>
<p>Culture Heritage and Sport Framework</p>			<p>↓</p>	<p>Current Outcome: Focused on getting more people to participate in and enjoy culture, heritage, and sport with increased co-investment in assets and infrastructure and elimination of access barriers, the Culture, Heritage and Sports Framework is currently being designed for publication in November.</p> <p>Risks: Turnover of dedicated officers may have an impact on the publication of the Framework. There is an additional risk related to sector expectations of funding available in the context of public sector fiscal constraints.</p> <p>Mitigations: Review within teams of capacity and resource has clarified that while a short delay in publication is possible, the impact is unlikely to be consequential. In relation to funding, the Combined Authority is working closely with local authority partners on an appropriate and proportionate action plan for strategic investment.</p> <p>Action: The Framework, as draft, is due to be published online following design work internally. By publishing digitally in the first instance the final print document can be future proofed to include timely references to Bradford 25, amongst other elements.</p>



MISSION 3 | A WELL-CONNECTED WEST YORKSHIRE

Bus Service Improvement Programme (BSIP)			↓	<p>Current Outcome: Aiming to improve stability and confidence in the bus network with a procurement and contract management programme. BSIP has resulted in three superbuses schemes and has supported the retention of fifty-five bus services.</p> <p>Risks: Key risks to delivery include volatility in market provision of services - through removal of services and bus operator resourcing. This presents a risk to the continuity of connectivity.</p> <p>Mitigations: Close relationships with operators responsible for services continues through the Bus Alliance and an evidence-based approach is in place to support delivery of the optimal network with funding available. BSIP+ funding is being used to limit cuts to services where possible and prevent further cuts.</p> <p>Action: Watching brief on performance to understand where mitigations are required to counteract market forces.</p>
Bus connectivity, usage, tickets and information			↓	<p>Current Outcome: Promoting economic growth, improve connectivity and increase access to employment, education and training opportunities this work has completed the initial intelligence gathering and systemisation of data to support strategy development and review required to support this outcome. Procurement activity to maintain existing provision has been undertaken.</p> <p>Risk: Ongoing resource challenges within the Travel Plan Network (TPN) team present risks to longer term understanding of passenger behaviour understanding.</p> <p>Mitigations: A strategic review of the behaviour change function is needed and will be undertaken as part of wider bus reform activity.</p>



				Action: The service is being scaled back in line with current resources (20 hours per week) and referrals into the scheme for travel planning support and guidance will continue through the Combined Authority's Business Support Team.
Transport Systems			↔	<p>Current Outcome: To procure a new digital system to support transport activities. Pre-market engagement has taken place and a tender specification has been drafted.</p> <p>Risks: Pre-market engagement with suppliers for a sustainable, comprehensive and efficient transport infrastructure and supporting network a sustainable, comprehensive and efficient transport infrastructure and supporting network s has indicated possible risks in relation to the availability of a readily available solutions in the market which are within approved budget. There is an additional risk that bus reform works may result in a shift of scope for this work.</p> <p>Mitigations: Options are being explored to consider which systems are available relative to available budget and following a procurement exercise the need for additional budget will be considered depending on supplier responses. Close working with the core bus reform team will continue to ensure near-term requirements meet longer-term plans.</p> <p>Action: To be reviewed following conclusion of a tender exercise based on supplier bid responses and to be compared against requirements and budget.</p>
West Yorkshire Transport Model			↔	<p>Current Outcome: Designed to support development transport schemes across West Yorkshire by making the transport model developed by Mass Transit available to scheme promoters. An engagement exercise has conducted with districts and other stakeholders and a commission for consultant support in design stage.</p>



			<p>Risk: Acquisition of transport modelling software to allow members of the Strategic Transport Modelling team to inspect model outputs and support mass transit in model development has been an issue.</p> <p>Mitigations: SATURN (highways assignment modelling software) has recently been acquired and it is hoped that VISUM (public transport modelling software) will be acquired soon.</p> <p>Action: Continuing work to procure necessary software is on-going.</p>
Bus Reform		↓	<p>Current Outcome: Creating a sustainable, comprehensive and efficient transport infrastructure and supporting network through bus reform has progressed through a number of milestones including production of a management information strategy, the technical work to update the lotting strategy and bringing in key posts and consultants to support next steps including the ICT implementation and the asset condition survey to support the Asset Management Strategy.</p> <p>Risks: Capability and capacity lag behind requirements in a number of teams (project management, communications, commercial). Acquisitions and strategy for development of assets, which are operating to tight timescales, remain a live risk.</p> <p>Mitigations: External support has been procured as appropriate to progress key workstreams. Resource requests to be considered at officer level to expand capacity.</p> <p>Action: Further resources been approved to increase the capacity in the programme and policy core team, with recruitment commenced for those posts. External support being utilised across network, assets and contracting workstreams through task order processes, and procurement launched on a technology partner to support the data workstream. Risk management across the programme is supported by a Bus Franchising Risk Management Strategy,</p>



				developed in line with corporate Combined Authority risk management policies and approved by the Bus Franchising Leadership Board.
Superbus scheme			↓	<p>Current Outcome: The focus is to deliver a new superbuss scheme in Wakefield. The work is planned with operators and districts through the Bus Alliance partnership.</p> <p>Risks: Bus operator commercial volatility and insecure routes are a critical risk to the delivery of the superbuss scheme in Wakefield</p> <p>Mitigations: Bus Alliance is key for partnership working with operators and district partners. Through this evidence base efforts are being made to deliver the optimal network with funding available. Risk level is unlikely to lower in Q3 owing to the scale of the scheme and local operator concerns. However we will continue to review alternative service options in particular in the Wakefield area to consider new bus routes which still give benefit to regional passengers.</p> <p>Action: Continued active engagement with local and regional bus operators to understand resource constraints and with that in mind, explore any new opportunities for alternative use of BSIP funding.</p>
MISSION 4 A SUSTAINABLE WEST YORKSHIRE				
Carbon impact reduction			↓	<p>Current Outcome: Scoping of the resource requirement to improve and enhance the Combined authority's carbon impact toolkit, develop carbon management practice and widen the scope of technical support on carbon has taken place and a report for the required resource has been developed.</p> <p>Risks: Work to effectively measure the reduction in carbon impact has been impacted by the promotion of a team member which has presented a gap in</p>



				<p>technical knowledge and expertise. This could present issues and challenges in measuring the impact of key interventions if not addressed.</p> <p>Mitigations: The creation of additional dedicated resource is currently being explored and will be progressed through the current 2025/26 business planning process. The identification of key gaps in specialist and technical knowledge will be key in ensuring any future capacity is fit for purpose over the medium term.</p> <p>Action: Prompt consideration of options available will address whether additional resource could tackle risks to delivery.</p>
Corporate environment plan			↓	<p>Current Outcome: Development of a Corporate Environmental Plan to manage and reduce the organisation’s environmental footprint has been progressed through securing baseline data for Level One and Level two emissions.</p> <p>Risks: Securing data to support the development of the corporate environment plan has been challenging in terms of the first phase of work which has been to establish a baseline. This has resulted in delays to the development of the approach.</p> <p>Mitigations: A paper highlighting risks and presenting options is currently in development alongside action in respect of current gaps in capacity to support carbon impact reduction as outlined above. Considering these two areas of work together will ensure a coordinated approach and reduce the potential for duplication.</p> <p>Action: Prompt consideration of options available will address whether additional resource could tackle risks to delivery.</p>
Housing Decarbonisation			↓	<p>Current Outcome: The region's retrofit activity will address the dual challenges of reducing emissions and reducing fuel poverty through a range of plans, partnerships, tools and interventions. The Social Housing Decarbonisation Fund</p>



				<p>is forecasted to deliver retrofit improvements to approximately 1500 social homes for the financial year 24/25, the majority of these homes are in areas of high deprivation.</p> <p>Risk: The submission for wave 3 of the Social Housing Decarbonisation Fund (now called WH:SHF) is a competition and the bid was submitted in November. Government will not award grants until early 2025.</p> <p>Mitigations: Early work enabled the bid to be prepared with the housing providers in time for the submission. We have taken onboard early feedback on the bid and built on our previous delivery record.</p> <p>Action: We will continue the work to set up the programme even as we await the feedback from Government so that we are in a good position to act if successful.</p>
<p>West Yorkshire Housing Partnership Solar PV and Battery Storage Project</p>			<p>↓</p>	<p>Current Outcome: Leading the region's retrofit activity to ensure that everyone in West Yorkshire can live in a warm, comfortable and low carbon home is partially being progressed through grants to partners. The Solar PV installation on social housing homes will be delivered through grant funding project start on site in November 2024. The solar PV installations scheme was launched on 5 July 2024, with the direct mail campaign circulated to 161,345 West Yorkshire residents. At the end of the registration period, as of 13 September, the scheme has received 4,293 registrations.</p> <p>Risks: Live risks on this work relate to the delay with project delivery start due to capacity constraints with delivery partners and the delay in the procurement of installers managed by the partners, as well as the reputational impacts in the event that installations are lower than expected quality.</p> <p>Mitigations: Capacity is being addressed through ongoing liaison with the external partners, to ensure that work is prioritised, and delays are minimised. Reputational risks are being managed through ensuring that all suppliers are</p>



			<p>suitably qualified and certificated by the appropriate professional body, as well as ongoing contract management.</p> <p>Action: Close monitoring of project delivery timescales is essential to managing any delays arising.</p>
MISSION 5 A SAFE WEST YORKSHIRE			
Supporting Collaboration with the Police		↓	<p>Current Outcome: The Mayor’s convening power is supporting the overall vision of a safe, just and inclusive West Yorkshire. Work continues on the National Police Air Service (NPAS) transformation programme, under the direction of the National Police Chiefs Council, and on the NPAS Fleet Replacement Programme. Governance Structures are in place for the Women’s Safety Unit and the Independent Custody Detention Scrutiny Panel. T</p> <p>Risks: The decision not to transfer the National Police Air Service (NPAS) to an alternative host means that the service will remain with West Yorkshire as lead Force and lead Local Policing Body for the foreseeable future.</p> <p>Mitigations: Representations are being made to Government in relation to NPAS funding including for fleet replacement. The Home Secretary has recently announced the establishment of a new National Centre of Policing focused on centralising some services and it is expected to include specialist and supportive functions like aviation.</p> <p>Action: Continued close working relationship with Government on future funding and changes to approach.</p>



- 3.16 There is a clear theme arising in relation to resourcing during Quarter 2 and this in part a reflection of the period of rapid expansion within the organisation. In recognition of this, a number of projects and programmes have been established to mitigate risk as follows:
- **Multi-year business and budget planning** | Members of the Combined Authority and Committees have been advised on work to develop an outcome approach to longer-term strategic planning. This will enable better integration across budget and business planning and in turn enable more effective resourcing of the Combined Authority's work.
 - **Workforce planning** | The development of an organisational people strategy and longer term workforce planning will help to ensure that the organisation has the capacity, skills and capability required to deliver objectives over the longer term.
 - **Smarter Working (Workforce Agility) and ending cliff edge employment** | A new flexible deployment of resources procedure has been introduced alongside a revision of wider guidance and the Management of Change policy to create a workforce agility toolkit which will support the efficient utilisation of the workforce. A revised scheme of delegation, which will better empower managers to take decisions on staffing, will be implemented from January 2025.
 - **Internal governance** | A review of officer level decision making structures, governance and the Chief Executive's sub-delegation scheme has been undertaken with a view to facilitating at-pace delivery of upcoming large-scale programmes. The scheme of sub-delegations will be published for public view as part of the Combined Authority's transparency commitment.
 - **Assurance and accountability** | The internal Accountability Framework is being strengthened through the introduction of Director and Executive Directors assurance relating to areas of compliance for effective internal controls within their remit.
- 3.17 Combined, these elements are designed to empower managers to utilise their resources and budgets more effectively, allocating officer time as required with a clear focus on strategic priorities and the management of emerging pressures.

Performance Framework

- 3.18 In line with the objective to improve performance monitoring and management across the organisation, work to develop a Performance Management Framework is ongoing. Development of the Framework is crucial in enabling effective management and oversight and will provide a structured approach to evaluating performance, setting goals and monitoring progress. This will support informed decision-making and ensure alignment with organisational objectives.
- 3.19 Officers are working to ensure that all relevant performance metrics are consolidated into a single reporting process, with a view to improving monitoring and management of organisational performance. This will include progress against business plans, corporate plan targets, EDI measures and productivity and efficiency measures.



- 3.20 The Framework is being developed with input from key teams across the organisation to reduce duplication of reporting and embed cohesive performance management at an organisational level.
- 3.21 Governance changes to the performance management process which are currently taking place are designed to provide senior officers with improved tools to analyse and manage organisational delivery effectively. These changes – including the creation of a dedicated Performance Board - signify a commitment to enhancing transparency and accountability within the organisation, ensuring that decision-makers have access to accurate and timely information to make informed decisions in achieving the strategic goals for the upcoming period.
- 3.22 Further information and progress on the development of the draft performance framework will be shared with members in due course.

4. Risks and Mitigations

- 4.1 Risks identified in relation to delivery business plan outcomes have been addressed in the body of this report.

5. Tackling the Climate Emergency Implications

- 5.1 A key West Yorkshire Plan Mission is aimed at tackling the climate emergency (Mission 4: A sustainable West Yorkshire – making lives greener), and an assessment work to meet this mission is addressed in the body of the report.

6. Inclusive Growth Implications

- 6.1 Two of West Yorkshire Plan missions are associated with inclusive growth: Mission 1: A prosperous West Yorkshire – an inclusive economy with well paid jobs, and Mission 2: A happy West Yorkshire – great places and healthy communities. An assessment work to meet these missions is addressed in the body of the report.

7. Equity and Diversity Implications

- 7.1 There are no equity and diversity implications directly arising from this report. EDI matters are addressed through the business planning process and are a key factor in multi-year business planning objectives.

8. Financial Implications

- 8.1 There are no financial implications directly arising from this report.

9. Legal Implications

- 9.1 There are no legal implications directly arising from this report.



10. External Consultees

- 10.1 No external consultations have been required or undertaken in the preparation of this report.

11. Background Documents

[West Yorkshire Combined Authority Corporate Plan 2024 / 25](#)

[West Yorkshire Plan](#)

[West Yorkshire Equity, Diversity and Inclusion Plan](#)

[West Yorkshire State of the Region 2023 / 24](#)

12. Appendices

- Appendix 1 – Performance progression