

Report to: West Yorkshire Combined Authority

Date: 10 May 2018

Subject: **Corporate planning and performance**

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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:	N/A

1 Purpose of this report

- 1.1 To provide the West Yorkshire Combined Authority with an update on corporate performance including progress against corporate priorities, risk management and budget position.
- 1.2 To provide an update on progress with regard to the development of the 2018/19 Corporate Plan and the performance measures associated with this.

2 Information

Corporate Plan 2018/19

- 2.1 The Combined Authority's annual Corporate Plan sets out the vision and mission for the organisation and the practical steps for how these will be progressed during the year. The draft Corporate Plan for 2018/19 was considered and endorsed by the Members of the Combined Authority at their meeting of 5th April. It was agreed that final sign off for the plan be delegated to the Managing Director in consultation with the Chair of the Combined Authority and the LEP Chair.

- 2.2 The 2018/19 Corporate Plan sets out the following overarching, long term priorities for the organisation:
- Boosting productivity
 - Growth for the many not the few - enabling inclusive growth
 - Delivering 21st century transport
- 2.3 In order to achieve these priorities it will be necessary to have a specific focus on the **delivery** of projects and programmes (both directly and with our partners), while also continuing to support local politicians' efforts to secure a **devolution** deal.
- 2.4 The 2018/19 Corporate Plan is currently being finalised to create a fully designed version for publication and dissemination. The final plan will also include key performance indicators (KPI's), which will be used to measure success in meeting the objectives of the plan.
- 2.5 A 'long list' of potential performance indicators was presented to the April meeting of the Combined Authority for consideration. This long list was largely focussed on internal facing targets and outputs that each directorate will seek to deliver in 2018/19, to assist in meeting overall corporate priorities.
- 2.6 The Corporate Plan will also set out the more strategic outcomes and targets that the organisation is seeking to contribute towards in the stated priority areas of productivity, inclusive growth and 21st century transport. This includes the long term targets for the region which have been set out in the Growth Deal, the Strategic Economic Plan and the West Yorkshire Transport Strategy 2040.
- 2.7 While it is recognised that these long term outcomes are not necessarily wholly in the control of the Combined Authority, it is considered important to reiterate these ambitions in the Corporate Plan and to periodically measure and report on progress against them.
- 2.8 Further work has been undertaken to develop the final list of performance indicators to be included in the 2018/19 Corporate Plan, taking account of the issues outlined above. This has included holding a session with the Overview & Scrutiny Committee SEP Delivery Working Group, to consider the proposed indicators, at the request of the Overview & Scrutiny Committee.
- 2.9 The final list of high level 2018/19 key performance indicators to be included in the main body of the Corporate Plan is presented at **Appendix 1**.

Progress against the 2017/18 Corporate Plan

- 2.10 The 2017/18 Corporate Plan set out a vision for the Leeds City Region to be recognised globally as a strong and successful economy where everyone can build great businesses, careers and lives. In order to measure progress against this ambition the plan also set out 23 key performance indicators (KPI's) to be measured periodically through the year.

- 2.11 Members of the Combined Authority received a full update on progress against the 2017/18 corporate plan KPI's at their meeting of 5th April. This update was based on data that was available up to the end of February.
- 2.12 Work is now in progress to complete the final quarter 4 measurement of KPI's in order to present the final year end position. While some of this information is already available, there is a time lag associated with the data collection required for other indicators and as such a final position will be reported to the June meeting of the Combined Authority.

Corporate risk update

- 2.13 As previously reported to the Combined Authority a review of corporate risk management arrangements has been undertaken and has resulted in the development of an updated corporate risk management strategy. An informal risk workshop with CA members was held in February. The purpose of this strategy is to more clearly set out the key organisational principles by which risk management activities will be governed and to ensure a consistent approach to all risk management activities across the organisation.
- 2.14 In parallel to the development of an updated corporate risk management strategy, a review of the key strategic risks affecting the organisation has also been undertaken. These strategic risks have been collated into an updated corporate risk register which is attached at **Appendix 2**.

Budget position

- 2.15 A summary of the 2017/18 current spend to forecast as at March 2018 is attached at **Appendix 3**. Final accruals and adjustments are still being raised at the time of writing this report. The final outturn position will be reported at the next meeting.
- 2.16 Though subject to further final accruals, the current overall position indicates that the final expenditure figure will be lower than the forecasted £2.5m deficit previously reported.
- 2.17 The reduced expenditure position is mainly attributable to the managed staff vacancy and recruitment position in the second half of the year and to the recovery of eligible costs against the capital projects. As such it represents a one off boost to general reserves but it is not expected to recur in 2018/19. At the time of setting the budget the closing reserves for 2017/18 were forecast to be close to the level required by the reserves strategy. The increase to this forecast reserves figure will assist in managing any further emergent risks in the year such as residual risks arising from the Energy Accelerator project.

2017/18 Corporate Performance Reporting

- 2.18 As outlined in paragraph 2.12 a final position on performance against the 2017/18 KPI's will be provided to the June meeting of the Combined Authority.

2018/19 Corporate Performance Reporting

- 2.19 A regular corporate performance update will also be provided to the Combined Authority at all of its meetings during 2018/19. This will cover progress against corporate priorities through key performance indicators, spend against budget position and changes to corporate risk. It is envisaged that this will take the form of a summary performance report concentrating on any key changes in these areas during the reporting period and highlighting any areas of concern.
- 2.20 It is intended that the regular corporate performance update would be supplemented by a more detailed bi-annual full performance report to the Combined Authority, to show the detailed position with regard to all key performance indicators, detailed budget position and full corporate risk register.

3. Inclusive Growth Implications

- 3.1 There are no inclusive growth implications directly arising from this report.

4 Financial Implications

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

5 Legal Implications

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

6 Staffing Implications

- 6.1 There are no staffing implications directly arising from this report.

7 External Consultees

- 7.1 No external consultations have been undertaken.

8 Recommendations

- 8.1 That the Combined Authority notes the information on corporate performance.

9 Background Documents

- 9.1 None.

10. Appendices

Appendix 1 – 2018/19 Corporate Plan Targets and Key Performance Indicators

Appendix 2 – Corporate Risk Register

Appendix 3 – 2017/18 Budget Summary