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**Report to:** West Yorkshire Combined Authority

**Date:** 5 April 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 progress against the 2017/18 corporate plan and to provide an update on wider corporate performance issues.
- 1.2 To seek endorsement from the Combined Authority to the corporate plan for 2018/19.

## **2 Information**

### **Progress against the 2017/18 Corporate Plan**

- 2.1 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 deliver this the Combined Authority set out a number of key organisational priorities for 2017/18 as follows:
  - Long-term policies and strategies to transform the region, focusing on the things that will have the biggest impact on prosperity and productivity here

- Giving more people in deprived communities access to services and opportunities so growth benefits everyone
- Bringing new investment and decision-making powers into the City Region
- to put our plans into action
- Providing a strong, collective voice for the City Region nationally and internationally
- Delivering transport and other major infrastructure schemes that create jobs and economic opportunity for all
- Providing transport and economic services that connect people to jobs and business opportunities and improve quality of life in the City Region

2.2 In order to measure progress against these priorities the corporate plan also set out 23 key performance indicators (KPI's) and a mid-year update on these was presented to the Combined Authority in October 2017. An update on the current position with regard to these KPI's is provided at **Appendix 1**.

2.3 The information contained at **Appendix 1** is based on a full update of the KPI's which was undertaken in early January 2018, to show the position as at the end of December 2017 (quarter three). However where possible the data has also been further updated to take account of any changes that have been measured during January and February 2018. The position presented at **Appendix 1** therefore reflects the most up to date information, prior to final measurement and data collection following the close of the 2017/18 financial year.

2.4 Of the 23 core KPI's presented in **Appendix 1**:

- 11 are rated as 'Green' and are on track to exceed/meet the target
- 6 are rated as 'Amber' and as such there is a risk that the target will not be met
- 4 are rated as 'Red' and are considered to be at significant risk of not being met
- 2 have not been awarded a rating (one is a 'monitor only' KPI and the other is reliant on annual survey data which is not yet available.)

2.5 Further details regarding the four KPI's which are currently rated as red are provided below:

2.6 The number of confirmed **additional active exporters** in the region, realised through marketing and referrals made from the Trade and Investment Team and wider business support services to export delivery partners, remains below the targeted level. There is however a particular issue with regard to obtaining export data from the Department of International Trade (DIT) on the outcome of the 154 referrals that have been made to them through the team during the last year. An alternative way of collecting this export data via the Growth Managers has been developed. Growth Managers have been asked to collect this intelligence from businesses via a very simple survey which will mean less reliance on the DIT data going forward. The first data is expected to be received before the end of the financial year so there is more data to report against this target.

- 2.7 The percentage of **concessionary passes ordered online**, has continued to remain below the target of 65%. As part of the mitigation for this, changes are currently being made to improve the online process based on customer feedback received.
- 2.8 The percentage **increase in digital presence and reach** across our communications channels has remained below the target. While remedial action is now underway to address this, resourcing issues earlier in the year have had a significant impact on progress against this target to date.
- 2.9 The **number of apprentices working for the Combined Authority** is currently 4 (although approval for a 5<sup>th</sup> has recently been secured). The target of 11 is therefore not currently on track to be delivered. Further work is being undertaken to provide guidance to recruiting managers to assist in addressing this.

#### **Corporate risk update**

- 2.10 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. 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.
- 2.11 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**.

#### **Corporate Plan 2018/19**

- 2.12 The Combined Authority's activities are led at an overarching strategic level by the Strategic Economic Plan approved by both the West Yorkshire Combined Authority and the Leeds City Region Enterprise Partnership. In order to translate this into practical measurable actions an annual corporate plan is produced and approved each year. This plan confirms the vision and mission for the organisation and the practical steps for how these are to be progressed during the year.
- 2.13 The annual corporate plan also includes key performance indicators to measure the success of these deliverables and regular reports will be provided to the Combined Authority to provide information on progress against these indicators. The corporate plan will be kept under review throughout the year to ensure it reflects any changes arising, for example, from the work underway to develop the Local Inclusive Industrial Strategy.

- 2.14 A draft structure for the 2018/19 Corporate Plan was reported to the February meeting of the Combined Authority alongside a detailed summary of the business plans for each directorate. Based on these documents, the content for the 2018/19 Corporate Plan has now been developed and is presented at **Appendix 3** for consideration and feedback from Combined Authority members. It should be noted that at this stage the document has not been subject to a design process and this will follow once the content has been agreed. The key performance indicators to measure progress against priorities are under development. The current long list of these is included as part of Appendix 3 and feedback is invited from members.

### **Budget position**

- 2.15 A summary of the 2017/18 current spend to budget / forecast as at 28 February 2018 is attached at **Appendix 4**, with some commentary on the changes set out in the following paragraphs.
- 2.16 The overall position shows that actual expenditure is at 89% of the original forecast, suggesting an approximate 2% saving using a straight line spending profile which is 91.7% at the eleventh month stage. The revised forecast is consistent with this position, indicating £2.5m reserves are required rather than the original figure of £3.5m previously reported.
- 2.17 The main contributor for the improved forecast is the managed staff vacancy and recruitment position in the second half of the year, as plans were being drafted to achieve a balanced budget proposal for 2018/19.

### **2018/19 Corporate Performance Reporting**

- 2.18 It is proposed that during the 2018/19 financial year the Combined Authority receives an update on corporate performance at all of its meetings to 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. This update report would then be supplemented by a more detailed bi-annual 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 Financial Implications**

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

## **4 Legal Implications**

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

## **5 Staffing Implications**

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

## **6 External Consultees**

- 6.1 No external consultations have been undertaken.

## **7 Recommendations**

- 7.1 That the Combined Authority notes the information on corporate performance.
- 7.2 That the Combined Authority endorses the 2018/19 corporate plan, with a final sign off delegated to the Managing Director, in consultation with the Chair of the Combined Authority and the LEP Chair.

## **8 Background Documents**

- 8.1 None.

## **9 Appendices**

Appendix 1 – 2017/18 KPI progress update

Appendix 2 – Corporate Risk Register

Appendix 3 – Draft Corporate Plan 2018/19 text

Appendix 4 – 2017/18 Budget Summary