



Overview and Scrutiny Committee

16 January 2025

Title:	Draft 2025/26 Corporate Strategy
Report of:	Kate MacFarlane, Director of Policy and Engagement

Overview and Scrutiny Committee Key Principle:

To examine all decision-making through the lens of integrated decision-making, to drive out silo approaches and ensure CPCA strategy is not operating in isolation, considers wider impact across corporate plan priority areas, and considers future devolution opportunities and benefits.

Strategic Objective(s):

The topics within this report fit under the following strategic objective(s):

<input checked="" type="checkbox"/>	Achieving ambitious skills and employment opportunities
<input checked="" type="checkbox"/>	Achieving good growth
<input checked="" type="checkbox"/>	Increased connectivity
<input checked="" type="checkbox"/>	Enabling resilient communities
<input checked="" type="checkbox"/>	Achieving Best Value and High Performance

Topic Scoring

	Numerical Score
Public Interest	3
Strategic Value	3
Risk to Combined Authority	1
Alignment to Corporate Priorities	3
Financial Value	2
Issue of concern for partners?	1
Will the CA be able to achieve an effective outcome?	3
Will there be potential benefits for a significant part of the Combined Authority area/partners/stakeholders?	3
Scrutiny Value Score [right click on the value and "update field" to total the score]	

Rating Scores

1 = Low
2 = Medium
3 = High

1. Background

1.1	This paper sets out the draft Corporate Strategy following a light touch refresh and engagement with Leaders, Overview & Scrutiny Committee and Combined Authority Board.
1.2	The current Corporate Strategy was adopted by the Combined Authority in January 2024. Whilst there is no statutory requirement to update and refresh the Corporate Strategy on an annual basis, it is considered good practice to do so and for the strategic objectives in the Corporate Strategy to drive investments and resource allocation in the MTFP.

2. Proposal and Key Issues

2.1	This paper provides Overview and Scrutiny Committee with an opportunity to note and comment on the draft Corporate Strategy. These comments will be considered as part of the finalisation process before the strategy is presented to the Combined Authority Board on 22 January 2025, where they will be recommended to approve the strategy.
2.2	The Combined Authority's Corporate Strategy will be extended for one year to March 2026 and given a simple update against the current strategic objectives and Mayoral pledges. The 2025/26 Corporate Strategy takes into account new areas of activity required by the new Government and recognises that the months and years ahead will be ones of change for the Combined Authority following the publication of the Devolution White Paper on the 16 th December 2024. A fuller review of the Corporate Strategy will be undertaken post the 2025 Mayoral election.
2.3	<p>The refresh of the current Corporate Strategy consists of six stages, which ensures a continued focus on continuous improvement and a strong "golden thread" linking what we are setting out to deliver with individual objectives.</p> <ol style="list-style-type: none">1. High level review of existing adopted Corporate Strategy, political, economic, social, technological, legal and environmental (PESTLE) analysis, identifying lessons learned and defining the scope of the refresh (completed).2. Review of corporate performance against Key Performance Indicators (KPIs) and current Directorate Business Plans to build understanding about what has been achieved and what areas need improvement (completed).3. Refreshed deliverables and Corporate Strategy map updated (completed).4. Refreshed draft strategy (to be presented to CA Board in January 2025).5. Refreshed business plans for each directorate covering 2025/26. These plans will align with the overall strategy and include objectives, activities, milestones and performance indicators (commenced and to be completed by end March 2025).6. Individual objective setting (to be completed in May 2025 as part of the Learning, Excellence, Achievement, Performance (LEAP) performance cycle).
2.4	<p>Stage 1: High level review of existing adopted Corporate Strategy</p> <p>A high-level review of the existing adopted Corporate Strategy & Business Plan including consideration of PESTLE factors from a national, regional and organisational perspective has been completed with input on these from the Combined Authority's Corporate Management Team on 25 September 2024 and the Leaders Strategy Meeting on 16 October 2024.</p>
2.5	<p>Stage 2: Review of Corporate Performance</p> <p>The Q2 Corporate Performance Report to the end of September 2024 was presented to the Overview and Scrutiny Committee on 2 November and Combined Authority Board on 13 November 2024. This provided an overview of delivery of 27 KPIs mapped to the Combined Authority's five strategic objectives. In the Q2 report the majority of KPIs were shown to be progressing in the desired direction, 11 are exceeding their target performance and seven are off target by more than 10%.</p>

The Q2 Corporate Performance Report also noted that headline priority activities are progressing in line with original plans, but that these plans are live and can change due to the need to respond and react to new priorities and other external factors. For example, the pre-election period for the general election affected communication campaign plans and the items that could be taken to meetings for decisions. The focus of the new Government presents new opportunities for the Combined Authority but has also resulted in new areas of work, such as the Local Growth Plan, impacting resources available for other planned activities.

2.6 Stage 3: Refreshed Deliverables

The Corporate Strategy deliverables have been reviewed and updated, in collaboration with each directorate. In line with the light-touch corporate strategy refresh, the deliverables have seen minimal changes and the draft new corporate strategy map is provided below.



2.7 Stage 4: Refreshed draft strategy

The refreshed Corporate Strategy is presented at Appendix A.

3. Appendices

3.1 Draft 2025/6 Corporate Strategy v0.3

4. Implications

Have the following been taken into account?

Financial Implications

Yes No

There are no direct financial implications, however, the contents of the draft refreshed strategy will inform the Combined Authority's Medium-Term Financial Plan.

Legal Implications

Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Apart from statutory duties relating to specific proposals the CPCA must consider its obligations under the Equality Act and its best value duties.
Public Health Implications	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>The Corporate Strategy seeks to improve health across the region with some outcomes detailed in each priority area. Health is also a key assessment criteria as part of the supporting strategic framework. As a result of the delivery of this strategy, health outcomes are expected to improve.</p> <p>For example, the Corporate Strategy emphasises improving health outcomes by integrating health, transport and environmental goals. Supporting active travel infrastructure, like walking and cycling networks, promotes healthier lifestyles, reduces car reliance and encourages physical activity.</p>
Environmental & Climate Change Implications	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	The Corporate Strategy seeks to address climate impact and enable further resilience across the region. Each priority area is expected to be sustainable and seek positive environmental contributions; specifically the Enabling Resilient Communities priority area will drive key deliverables to address climate related impact. Climate and Nature is also a key assessment criteria as part of the supporting strategic framework. As a result of the delivery of this strategy, impact on climate outcomes are expected to improve.
Other Significant Implications	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	None directly.