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WEST MIDLANDS COMBINED AUTHORITY

POLICY RESEARCH PLAN

WMCA POLICY RESEARCH PLAN

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WMCA POLICY RESEARCH PLAN 2017

SUMMARY

The WMCA strategic decisions must be informed by evidence. Research and intelligence helps the CA to support West Midlands people and deliver the devolution agenda by informing debates, exploring options, freeing up resources, and evaluating new ways of working.

Our strategic vision for research and intelligence is:

“to create actionable insight supporting improved outcomes for WM residents, by informing WMCA decision making”.

The development of the WMCA provides an opportunity to increase the impact of research and intelligence in improving outcomes for WM residents, particularly by:

- **Focussing research and intelligence** on delivering the Strategic Economic Plan (SEP)
- **Taking a region-wide overview** and working efficiently across teams, whilst also understanding local contexts
- **Ensuring our research is reliable and robust** by developing common principles, standards, methodologies and training.
- **Building a holistic view of citizens** by improving information sharing and analysis across WMCA partners and national government.

The priorities for research and intelligence in WMCA over the next three years are:

- **Delivering the research agenda for the SEP**
- **Leveraging existing knowledge**
- **Learning “what works and why?”**: the West Midlands will be a hotbed of innovation in economic growth and public service reform, so we need to learn, adapt quickly and champion evidence-based solutions.
- **Understanding local people, particularly those with multiple needs**: so that we can learn how to transform social and economic outcomes for this group.

The paper sets out how this programme will be delivered.

WMCA POLICY RESEARCH PLAN 2017

1. Introduction

The West Midlands Combined Authority (WMCA) consists of local councils, public sector partners and Local Enterprise Partnerships¹ working together to improve economic and social outcomes for local people, and to move powers from Whitehall to the West Midlands.

The West Midlands has a long tradition of entrepreneurialism, innovation and design. At the core of this is its industrial heritage but also the pragmatic, can do attitude of the 2.4 million people who live here, and the diversity of culture and geography. The WMCA offers a unique opportunity to use our assets to drive innovation using research. We believe that the West Midlands should be viewed as a huge field lab where innovations can be carefully tested. We have active communities, forward thinking organisations and stakeholders to suit any issue so we can confidently test and trial innovations. Research will help play a pivotal role in determining solutions and how to deploy them, using robust mechanisms to maximise learning so we can know what works and deliver improvements for West Midlands residents.

The Strategic Economic Plan² (SEP) sets out our vision, objectives, strategy and actions to improve the quality of life for everyone who lives and works in the West Midlands, and the route map to deliver these.

The WMCA is committed to ensuring that its strategic decisions are informed by evidence. Effective research and intelligence helps to improve outcomes by informing debates, exploring options and evaluating new ways of working. Our strategic vision for research and intelligence is: *“to create actionable insight supporting improved outcomes for WM residents, by informing WMCA decision making”*.

There are many centres of research expertise across the WMCA family. Over the last year, WMCA has reviewed its capability and capacity to deliver the necessary research and intelligence. This has identified, for example, spatial analysis led by Transport for West Midlands; social and wellbeing analysis by the WM Public Health; economic analysis by the Black Country Consortium Economic Intelligence Unit; intelligence on tourism and foreign direct investment by Marketing Birmingham’s Regional Observatory; predictive analysis and data driven insights being developed by West Midlands Police; and a wide range of research and insight in the local councils and universities.

¹ See <https://westmidlandscombinedauthority.org.uk/about/about-the-area/>

² <https://westmidlandscombinedauthority.org.uk/about/strategic-economic-plan/>

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Local universities make a critical contribution. As outlined in the West Midlands Strategic Economic Plan, the Higher Education sector has an enormous contribution to make the future of the West Midlands. The WMCA provides a new opportunity to leverage further these assets and capabilities. To support this, the WMCA Director of Partnerships (Universities) will engage the HE sector as part of his role as HE lead for the WMCA. This will include a higher education assessment of the research challenges that stand in the way of delivering against the WMSEP over the longer term and as a consequence the steps that need to be put in place now. The Director will seek where appropriate to align HEI centres and institutes of excellence and specific academics to work directly with the WMCA research policy leads as well as respond to calls for evidence and research.

The development of the WMCA provides an opportunity to increase the impact and cost-effectiveness of policy research in improving outcomes for WM residents, particularly by focussing the research work on clear policy priorities (as set out in the Strategic Economic Plan); working efficiently as a region whilst understanding local contexts, improving alignment and avoiding duplication across agencies; ensuring reliable and robust research through common standards and training; and improving information sharing to provide a more holistic understanding of citizens.

This paper therefore:

- **Sets out the initial policy-led research priorities** identified through consultation with WMCA policy leads and the research community. These will be reviewed and updated annually.
- **Shows how we will get the right foundations in place** including strong governance, robust evaluation and highly effective information sharing.

2. Priorities for research and intelligence

The priorities for research and intelligence in WMCA over the next three years are:

- leveraging existing knowledge (section 2.1)
- delivering the research agenda to help deliver the SEP (section 2.2)
- learning “what works and why?” (section 3)
- understanding local people, particularly those with multiple needs (section 4)

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Leveraging existing knowledge

The WMCA partners have already started to develop a robust evidence base for economic growth and public service reform in the region. This information is vital to policy development and has potential wider application by public sector partners, the private and third sectors.

We will therefore capture, disseminate and make readily available the learning from existing research and intelligence on relevant topics (see Annex 1 for further details). If this proves useful, over time we may extend the scope to other research results generated by local partners.

Delivering the Strategic Economic Plan

The WMCA SEP requires research in a number of areas which cut across specific policy themes (for example, how we evaluate innovative projects) as well as research to answer critical questions in the individual policy areas.

Cross-cutting priorities

There are four major cross-cutting priorities for the WMCA's research agenda, in order to develop:

- understanding of “what works and how?” and the evidence base for joint investment decisions
- highly effective information sharing
- a holistic understanding of residents with multiple complex needs, and
- the future devolution agenda.

Finding out “what works and how?” and building and disseminating the evidence base for joint investment decisions will enable WMCA to test the cost-effectiveness of our innovations around economic growth and public service reform, and quickly learn and adapt. We will cumulatively develop the evidence base needed for robust business cases for joint investments across local and central government partners. This work stream is explored in more detail in section 3 below.

Highly effective information sharing will be critical in enabling much of the research agenda, including the work on evaluation and people with complex needs. This workstream is explained in more detail in section 4 below.

A holistic understanding of residents with multiple complex needs will help to transform support for this group, who often experience particular difficulties in achieving positive social and economic outcomes (such as sustained employment), resulting in high social costs. This work will include looking at quantitative information on current outcomes, service usage and public expenditure for this group; together with developing a qualitative understanding of their experiences, values, norms, attitudes and social support networks. There are important links to work on adverse childhood experiences for some of this group.

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The future devolution agenda is about a strategic approach leading to more genuine devolution over the medium term. Our research in this area will focus on analysis of the opportunities, costs/benefits and risks around options for fiscal and policy devolution - the control of money and policy autonomy. Work may include action research to learn quickly what is and isn't working in the devolution process, exploring options for managing the new 'multi-level' governance, public and civic society engagement, accountability and scrutiny arrangements, and improving the use of evidence in decision making.

Policy theme priorities

Each of the thematic policy areas of the Strategic Economic Plan has developed an initial set of research priorities to be taken forward over the next three years. These are outlined in Annex 2 to this paper, and include:

- Inclusive economic growth: future foresight on business barriers to growth in key sectors
- Transport: network resilience, health impacts, and connected autonomous vehicles
- Productivity and skills: future sector needs and solving the West Midlands' productivity challenges
- Employment and skills: risk profiling the hardest to help people, identifying the most cost-effective support interventions
- Mental health: developing a 'balanced scorecard', identifying the most cost-effective early (traditional and digital) interventions
- Criminal justice: vulnerable offenders' pathways, current services and interventions.
- Enablers of reform: approaches to workforce development and public sector management.

3. Learning “what works and why?”

The West Midlands will be a hotbed of innovation in economic growth and public service reform. Evaluation and monitoring is central to an agile approach to delivering the Strategic Economic Plan – testing, learning and adapting quickly to deliver rapid improvements in outcomes. This section outlines the principles and processes which WMCA will use to ensure its innovations and interventions are appropriately evaluated.

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Context

Monitoring and evaluation are critical elements in the development and the delivery of the Strategic Economic Plan (SEP) and the associated Devolution Agreement. In summary the key elements of our approach are:

1. **The vision-led Strategy** (the SEP) sets out the strategic objectives for the area and a set of indicators to measure these forms the basis of the Performance Management Framework.
2. **The Performance Management Framework** ensures robust monitoring at project level linked to strategic monitoring to evaluate the impact of investments and innovations or service reforms.
3. **The Assurance Framework** is aligned to the strategic objectives and the resulting business cases show the links to the objectives and quantify the related outputs. The *Dynamic Economic Impact Model* provides a tool to inform policy decisions to maximise the impact of our investments, and the *Public Service Reform Review Tool* assesses the likely impact and deliverability of proposed service reforms and innovations.
4. **Robust, proportional evaluation** of all activity. Evaluation will be proportionate and targeted with a robust and systematic approach across the WMCA. Evaluation will take place at project level and at overall programme level.

Evaluation principles and process

WMCA has adopted the use of a “logic model” approach³ as the consistent basis for evaluation design. Within this “CALM” (CA Logic Model) approach, different types of evidence (e.g. qualitative case studies or intelligence from front-line staff or users, and quantitative results from cost-benefit analyses) can be brought together in a coherent way, drawing together the background context, inputs, outputs, outcomes achieved and what impact has occurred. The approach is also known as the “impact pathways” and “theory of change” approaches.

An academic panel will advise WMCA on evaluations and in particular will review draft evaluation plans to ensure a robust approach to methodology and ethical approval, and review draft reports in terms of the appropriate interpretation of results and the quality assurance of final reports. The WMCA Director of Partnerships (Universities) will work up and shape an ‘offer’ from the universities, drawing on the existing engagement.

³ See <https://tinyurl.com/wmcalm>

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The evaluation process for WMCA projects is as follows:

- **Scoping stage:** development of the outline plan of how the project / policy is to be implemented, for example through a pilot or whole system reform, the initial “logic model” and proposed approach to evaluation. This will begin to identify key data sources (e.g. routine administrative data or new data collection)
- **Business cases:** the *Accountability Framework* sets out the business cases required for projects of different scales and types. From an evaluation perspective it is important that the business case sets out the objective(s) of the evaluation (see below), identifies and captures appropriate baseline information on the relevant measures of performance / outcomes / impacts, and specifies how this information will be collected and monitored throughout the project. For public service reform projects, much of this information is captured in the *PSR Review Tool* feasibility testing process. For some specific areas (e.g. transport), we are also required to comply with national business case requirements.
- **Evaluation of “what works”:** to learn and improve, WMCA needs to understand for specific projects and programmes (a) whether they work and (b) how and why they work? The evaluation will need to be planned to produce robust answers to these questions, as far as practical and appropriate to the nature of the project. In some cases this may require longitudinal tracking of outcomes for particular groups.
- **Evaluation of the “economic case”:** at the end of appropriate projects and programmes the evaluation will consider what the economic or fiscal impact has been, for example whether and where cashable savings to public services have been delivered.
- **Additional evaluation:** further evaluation may be required in particular cases, for example to contribute to national evaluations of new ways of working.

The objectives of each evaluation will be agreed in advance and may include one or more of the following:

- Developing and/or updating business cases for investment (from local partners and national government)
- Testing the impact and cost-effectiveness of reforms and innovations (where possible providing strong evidence on attribution, e.g. through case-controlled comparison groups).
- Capturing knowledge and learning from pilots
- Meeting national requirements (for example relating to devolved funding).

4. Understanding local people

To deliver the SEP effectively the WMCA needs a rich understanding of local residents. At the moment WMCA partners have a lot of information on residents but it isn't always used effectively to support economic growth and deliver cost-effective public services. The recent WMCA review of research and intelligence demonstrated that sharing information between agencies in the region remains very difficult in places, and that this is holding back improvements in the planning and delivery of services to local residents. People with complex needs lose most from this because their wellbeing is often dependent on the successful integration of services, but everyone could benefit from more integrated, efficient and cost-effective 'joined up' public services.

There are many different issues arising here, for example technical issues such as data structures, managerial issues such as data quality, legal issues such as the protection of personal data, and cultural issues such as a reluctance to share information to improve services. Concerns about privacy and data security must be addressed through public engagement, robust governance, proven technical solutions and secure work flow processes.

The WMCA Devolution Agreement commits national government to working with the region in delivering this "data devolution" approach.

We will develop a programme of work to improve information sharing across the West Midlands. Across WM partners the work will drive practical improvements to service planning and delivery through better information sharing; build commitment, capacity and capability in information sharing; and establish the required legal, ethical, information governance, technological and procedural standards. This work will engage with the public around information sharing to improve services, acceptable use of personal information, and approaches to providing consent to information sharing.

We will develop a federated data system with a secure data infrastructure, where appropriate enabling linkage of records belonging to the same individual over time, with established mechanisms for data access. Where appropriate we will adopt technical improvements such as encryption of records, linkage keys, 'perturbation' and cell suppression to reduce disclosure risks.

The formal governance structure for information sharing will include representation from data owners and custodians. The governing body will agree and publish policies and procedures, review requests for data access, and review study results prior to their dissemination.

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The next steps to start to improve information sharing across the WMCA partners will include:

- Building a “roadmap” to guide this work
- Agreeing and initiating a series of “quick win” pilots to test the value of improved information sharing, for example around air quality and health
- Developing an Information Sharing Charter agreement between WMCA partners

Over time this work will improve public service planning and delivery, increase the protection of sensitive data, improve the security of records and add protection against unintended uses.

5. Organisation and governance

The research and intelligence programme is governed and managed as follows:

- The Annual Policy Research Plan is approved by the WMCA Board.
- The WMCA Chief Executive sponsors the research and intelligence work, ensuring that this meets the needs of the Combined Authority.
- A senior officer from one of the WMCA partner councils leads the development and implementation of the Plan.
- The WMCA Research Delivery Group will drive the research programme, provide a single point of contact for each partner on research issues, and help to resolve issues. This will include representatives from each WMCA partner (including NCMs), the third sector and civil society.
- As the information sharing work develops, appropriate governance arrangements will be established for this activity.
- Specialist networks support practitioners across the WMCA, for example around information governance and around analysis.
- The new academic Evaluation Advisory Group will support the development and implementation of evaluation across the WMCA programmes.
- The WMCA Director of Partnerships (Universities) will oversee and steer the HE contribution to the development and delivery of the Plan.

6. Resources

The WMCA draft budget includes provision to take forward the main aspects of this Plan including development and piloting of the approach to evaluation, information sharing, economic intelligence work, transport research and the Policy Commissions. Annex 2 indicates the resourcing of the work programme,

Individual WMCA projects and programmes will be responsible for budgeting for their necessary evaluation activity.

WMCA partners as part of their statutory duties are investing in capability that will help to deliver key elements of the Plan, for example the West Midlands Police work around Data Driven Insights and multiple agencies contributing to networks such as the Regional Analysts Group.

The WMCA Director of Partnerships (Universities) will draw on the assets and capabilities of the universities and their increasing engagement and contribution to the WMCA agenda and the WMSEP. This will leverage the opportunities that arise through the access the universities open up to potential future sources of funding as well as the alignment of investment for mutual advantages for the WMCA area.

Universities West Midlands, which represents all the higher education institutions in the WMCA area, is developing an “Expert Directory” to facilitate on-going engagement with relevant academic experts on the areas identified in the Plan. For example, the WMCA may seek discussions, think pieces and other inputs from experts to support evidence-based policy-research and policy-making.

We are also interested in exploring further areas of collaboration including:

- The wider contribution of universities to the broad WMCA agenda, for example the region has a very wide range of research and wider knowledge assets, such as Coventry University’s simulation centre around social care and wellbeing, and the University of Wolverhampton’s brownfield centre of excellence.
- The potential for Masters, PhD, and post-doctorate students to contribute to the Plan through assignments, projects and placements.
- The potential for collaborative sponsorship of degree apprenticeships and doctoral students focused on WMCA research priorities.
- The potential for secondments from institutions such as What Works Centres and from national government departments to work with WMCA on parts of this Plan. Many of the areas, for example around evaluation, would benefit from co-production with these national actors.
- The potential for strategic work with research funding organisations, linked to the evaluation of reformed public services and economic growth.

7. Further information

For further information, please contact Jason.Lowther@Birmingham.gov.uk

Annex 1: Research completed during 2016-17

The following table summarises the research completed on WMCA policy priorities in the last year. This research and intelligence will be collated in an accessible ‘open source’ format for wider and further use.

Strategic Economic Plan theme	Examples of existing research and intelligence
Governance	<p>Analysis of the Functional Economic Area for the CA.</p> <p>Governance review.</p> <p>WMCA consultation analysis.</p> <p>Mayoral functions consultation and initial equalities analysis.</p> <p>Accountability Framework.</p> <p>SEP Performance Management Framework.</p> <p>Devolution Agreement monitoring and evaluation.</p>
Economic Growth	<p>Modelling the regional economy, including the Dynamic Economic Impact Model (DEIM) which builds on the latest methodological advancements in regional economic impact modelling capturing hard and soft infrastructure interventions.</p> <p>Analysis of key economic and employment sectors, and the top 200 strategic companies in the region.</p> <p>The Science and Innovation Audit, examining the region’s strengths and relating these to a national and international context.</p>
Transport	<p>Understanding how transport impacts on health, including the impact of emissions on air quality and the impact of infrastructure on exercise and wellbeing.</p> <p>Analysing current and future travel patterns, including understanding individual motivations, ensuring network resilience during periods of disruption, and exploring new developments such as connected autonomous vehicles.</p> <p>Public transport fares and pricing, and supporting vulnerable travellers.</p>
Land Commission	<p>Analysis of local spatial plans and evidence from hearings with the development community within each Local Enterprise Partnership areas.</p>
Productivity and Skills Commission	<p>A literature review including existing research around productivity drivers and enablers, a “what works” summary, and identified gaps in the available evidence base.</p> <p>Analysis of the overall economy and specific priority sectors including an economy and jobs “dashboard” for each sector, sector skills analysis, firm-level intelligence pilot (process flow from materials to sales, and innovation flow), and productivity and skills challenges.</p>

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Strategic Economic Plan theme	Examples of existing research and intelligence
	Analysis of qualification levels, education and training, and school performance across the region.
Public Service Reform	
Employment and Skills	<p>Analysis of the WM labour market supply issues (compared with national averages) including employment and economic activity, qualifications, occupations, unemployment and worklessness, and skills gaps.</p> <p>Future employment demand forecasts in terms of the sector profile of jobs, SEP employment projections and baseline sector growth (2012-2020).</p> <p>Sector skills opportunities and challenges (for the sectors of ICT, manufacturing, health & care and construction) in terms of trends in jobs in WMCA area, skills demand (qualifications vs national average, future job requirements), projected future demand by qualification level, and sector opportunities</p>
Mental Health Commission	A detailed review of mental health in the WMCA developed by the University of Birmingham includes intelligence on the prevalence of mental health problems, the economic and social costs of poor mental health, and mental health support in the region.
Criminal Justice	<p>Extensive performance management information around youth offending services.</p> <p>Regional analysis of issues and mapping of current service provision on some specific themes (such as child sexual exploitation).</p>
Multiple complex needs	<p>Local Authority and Primary Care Trusts' annual Joint Strategic Needs Assessments of local health and wellbeing.</p> <p>High level analysis of the numbers, needs and current service usage/costs of people with multiple complex needs has been completed by The LankellyChase Foundation.</p>

Annex 2: WMCA Policy Research Plan

This annex outlines the WMCA Policy Research Plan for the next three years, organised as follows:

- A. Routine updating of critical research
- B. Cross-cutting research
- C. Inclusive economic growth priority research
- D. Public service reform priority research

Strategic Economic Plan workstream	Research and intelligence priorities	Delivery	Budget
A. Routine updating of critical research			
All	Existing research (see Annex 1 to this paper) will be updated as appropriate. This includes the WMCA Performance Management Framework, monitoring and evaluation of the Devolution Agreement, the gateway review panel., updated income and expenditure analysis for the region, commercial sector dashboards, and updating of the regional economic model.	Economic Intelligence Unit	WMCA SEP
B. Cross-cutting research			
Evaluation framework	Development and implementation of systematic and consistent approach to evaluation for all substantive WMCA programmes.	WMCA Evaluation Working Group	WMCA PSR
Multiple complex needs	Detailed understanding of the current outcomes, service usage and public expenditure for this group, their experiences, values, norms, attitudes and social support networks.	WMCA Public Health	WMCA PSR
Devolution agenda	Analysis of options for fiscal and policy devolution. Action research on governance, public and civic society engagement, accountability and scrutiny, and improving the use of evidence in decision making.	WMCA Devolution Strategy Group	WMCA
C. Inclusive economic Growth			
Inclusive economic Growth	Future foresight and intelligence on business barriers to growth from a sector specific perspective across the themes of people, place and business.	Economic Intelligence Unit	WMCA SEP
Transport	<p>Connected Autonomous Vehicles: Further exploring how emerging technologies can be exploited to improve transport accessibility and reduce subsidy costs whilst supporting enhanced network performance.</p> <p>Mobility as a Service: Identifying gaps in current knowledge, exploring traveller attitudes to smart mobility solutions, including new payment technologies and developing robust market intelligence around take-up potential.</p>	Transport for West Midlands	WMCA TfWM

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Strategic Economic Plan workstream	Research and intelligence priorities	Delivery	Budget
Transport <i>Continued/-</i>	<p>SMART automated network/sensors: Understanding the potential and business case for enhanced sensor networks capable of supporting semi-automatic network management and demand model generation, including performance monitoring.</p> <p>Energy and transport: Understanding the potential scale of opportunity in a West Midlands context for the efficiencies that new propulsion systems might offer for grid balancing and energy supply, with the objective of reduced transport emissions and enhanced capacity & resilience in the energy supply system.</p> <p>Network Resilience and performance: The development of predictive models for traffic (including updating the regional transport model) and models for behaviour change which can inform mitigation strategies and delivery priorities across WMCA and its multi-agency partnerships. This will require enhanced sensor systems, data collection methods, as well as delivery of a new common data platform.</p> <p>Health impacts of transport: Understanding the impacts and business models around the impacts of emissions, air quality, active travel, social wellbeing and deprivation arising from alternative options for transport policy, investment and systems operation (including pricing).</p>		
Land Commission	The independent Land Commission has recently completed its report and the research required will depend on WMCA's response.	TBC	WMCA
Productivity and Skills Commission	<p>The Productivity and Skills Commission is expected to have a formal launch, with its Key Lines of Enquiry defined, in spring 2017. These will determine what specific further research is required, which may include:</p> <ul style="list-style-type: none"> • Developing an inclusive economy and the dynamics of inclusive growth. • Assessment of future sector needs in terms of skills and employment. • How to solve the identified productivity and skills challenges. • Adaption of the productivity tools from National Productivity Leadership Group. 	Economic Intelligence Unit	WMCA P&SC

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Strategic Economic Plan workstream	Research and intelligence priorities	Delivery	Budget
D. Public Service Reform			
Employment and Skills	<p>Developing a holistic understanding of the profile of risk factors for (hardest to help) unemployed people in the region and their experiences, attitudes, values, norms and social support networks (part of the cross-cutting work on people with multiple needs).</p> <p>Review of existing research on the cost-effectiveness of employment support services, particularly community-based approaches, including the identification of current gaps in the evidence base.</p>	<p>WMCA Public Health</p> <p>TBC</p>	WMCA
Health and wellbeing	The WMCA is developing its approach to health and wellbeing issues, following the completion of the Mental Health Commission report, informed by evidence on health outcomes across the region.	TBC	WMCA
Mental Health	<p>Developing a “balanced scorecard” of outcomes around mental health issues. Research around early intervention to address mental health issues to identify the cost-effectiveness of alternative models.</p> <p>Addressing issues around data quality, problem analysis, trigger events and potential interventions around suicide prevention.</p> <p>Work around how digital interventions can support mental health issues, particularly for young people.</p>	<p>TBC</p> <p>Wolverhampton University</p> <p>TBC</p>	WMCA MHC
Criminal Justice	<p>The priority research questions concern offender pathways, relevant services and interventions, and perceptions.</p> <p>In terms of offender pathways, we need to understand areas where regional working can add most value, together with the offence profile and pathways for young and women offenders.</p> <p>With regard to services and interventions, we need to understand current levels of service provision and outcomes; the managerial incentives and resources position of the different agencies in the criminal justice system; the mesh with wider children’s services; sentencing trends; and the evidence base for potential interventions.</p> <p>Concerning perceptions, we need to understand the experiences of women and young offenders: what are their priorities and perceptions?</p>	TBC	WMCA PSR

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Strategic Economic Plan workstream	Research and intelligence priorities	Delivery	Budget
Multiple complex needs	We will review the existing research evidence around interventions and services to support people with multiple complex needs, including emerging themes such as the role of self-esteem and purpose in influencing MCN outcomes, and whether there are differences e.g. by gender.	TBC	WMCA PSR
Enablers of public service reform	We will explore the changes required in how public services are managed and the roles of public servants, in order to deliver more cost-effective public services.	University of Birmingham	External