



WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board Meeting

Date	23 June 2017
Report title	Performance Reporting
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Report to be/has been considered by	WMCA Board

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Note the proposed approach to performance reporting for the WMCA.

1.0 Purpose

- 1.1 To provide an overview of the approach being developed for performance reporting and management for the West Midlands Combined Authority.

2.0 Background

- 2.1 The West Midlands Combined Authority Board has published its Strategic Economic Plan (WMSEP) which sets out the vision, strategic objectives and 'balance' outcomes to improve the quality of life of everyone who lives and works in the West Midlands. The WMCA's vision-led strategy enables ambitious, yet achievable outcomes focused on the issues which make the biggest difference to quality of life.
- 2.2 These 'balance' outcomes relate to a number of economic, social, fiscal and environmental impacts which the WMCA seeks to achieve through the delivery of its programmes and investments. These outcomes are:

Economic outcomes:

- Economic growth: Improved GVA for the region in line with the national average;
- Business: Improved productivity of our businesses, focussing on our growth sectors;
- Accessibility: Improved connectivity of people to jobs and markets;
- Infrastructure: Improved the quantity of high quality readily available development sites;

Social / Public Service Reform outcomes:

- People: Improved life chances for all
- Skills: Improved skills levels at all ages so that people have the skills and qualifications to access jobs;
- Health: Better quality of life for all: improved health (including mental health) and wellbeing;
- Crime: Reduced offending and re-offending;

Fiscal outcomes:

- Fiscal: Securing better for less from our public services;

Environmental outcomes:

- Sustainability: Resource efficient economy to stimulate new technology and business.

2.3 The Mayor’s Renewal Plan for the West Midlands committed to publish a report card on how the West Midlands is doing every three months, with the latest information on the economy, jobs, skills, unemployment, transport and housing.

2.4 The Mayor seeks to create a world-class system of performance management and reporting, which will allow the WMCA and citizens to track progress on key policy issues.

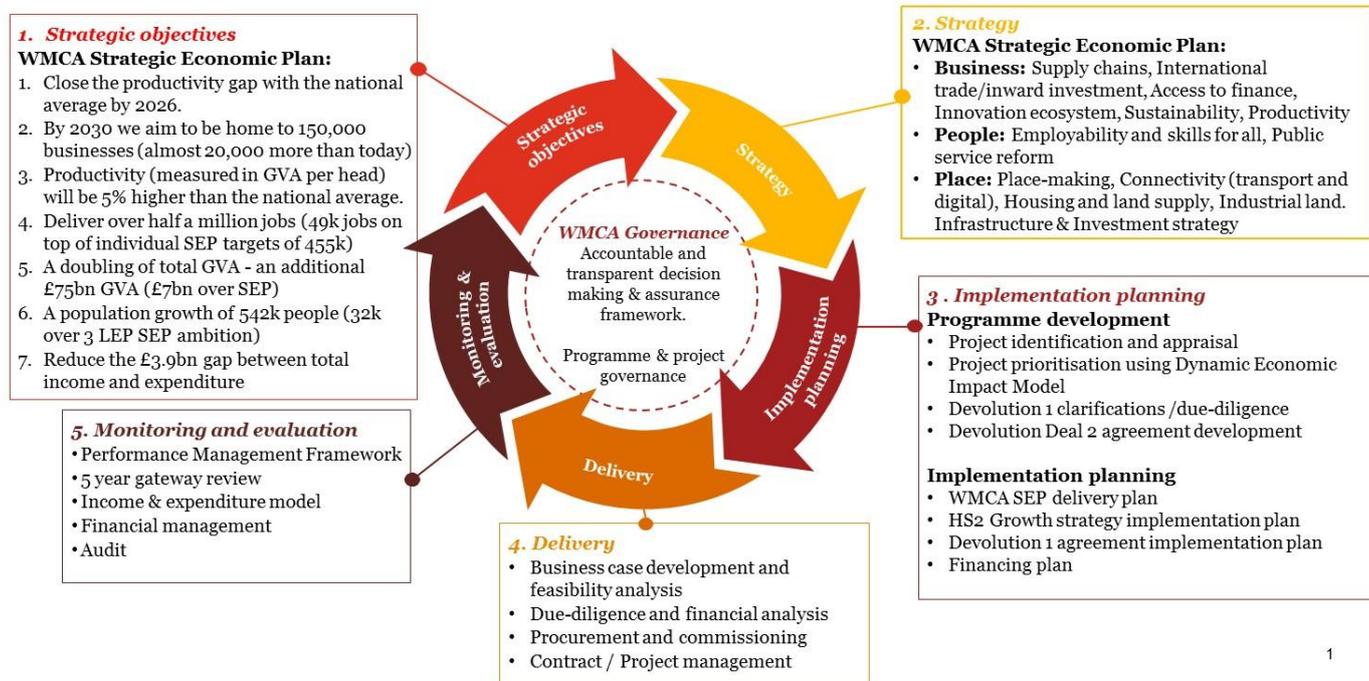
3.0 Current Performance Management Framework

3.1 A performance management framework has been developed by the Black Country Consortium’s Economic Intelligence Unit comprising of a suite of strategic indicators which will be used to measure the headline impact of WMCA programmes and investment on these desired ‘balance’ outcomes. This includes an appropriate target (scale of the challenge) for each indicator, to be monitored against a 2013 baseline.

3.2 Work has progressed on producing an annual ‘state of the region’ report – the WMCA Annual Economic Review which updates on progress since the 2013 baseline data which was used in the production of the WMSEP.

3.3 To achieve these performance management objectives, there is a need to develop a clear ‘golden thread’ demonstrating how WMCA activity, project, programme and investment contributes to the WMCA’s strategic objectives and ‘balance’ outcomes. The following diagram has been developed to set out the various activities, management processes and data and analysis required to achieve the ‘golden thread’ for the WMSEP.

WMCA investment & intervention programme process



3.4 For example, through the use of the WMCA’s Assurance Framework, these indicators are the basis upon which WMCA programmes and investments are appraised and prioritised. As such, the WMSEP and supporting performance management framework supports the deployment and prioritisation of resources in the right places at the right times to deliver

fast, flexible and dynamic change in the areas that matter most to the people and firms of the region.

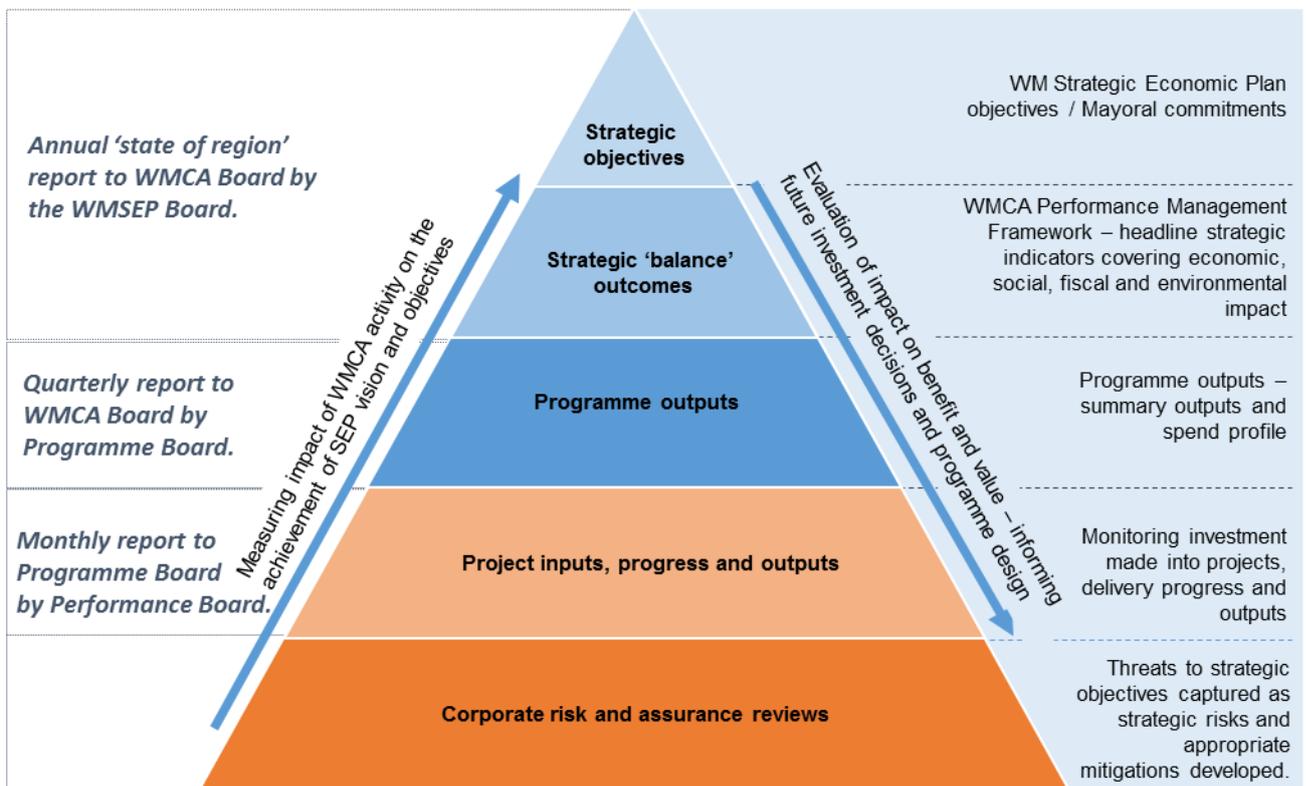
4.0 Proposed development of WMCA performance reporting

4.1 The Mayor seeks to create a world-class system of performance management and reporting, which will allow the WMCA and citizens to track progress on key policy issues.

4.2 The performance management framework provides the data suite to monitor performance against the indicators. However, there is an opportunity for the WMCA to use the performance management framework to:

- Inform policy, strategy and strategic interventions designed to transform / change the SEP outcomes (long-term);
- Inform programme development and investment decisions so that they contribute to the ongoing delivery of the SEP outcomes;
- Monitor the impact on WMCA activity (programmes and investments) on the outcomes;
- Enable evaluation of effectiveness of WMCA activity, and WMCA partners to redirect resources / redesign programmes as appropriate;
- Identify threats to strategic objectives and capture as strategic risks with appropriate mitigations developed;
- Capture benefits realised and use insight for continuous improvement and investment in the right outcomes.

4.3 To support these objectives, work is underway to design an extension to the performance management framework to include the following layers of monitoring and evaluation:



- 4.4 The WMCA Board will be able to track the overall economy through the monitoring of the strategic and balance objectives and performance against outcomes which it can use to determine future strategy and strategic priorities.
- 4.5 The programme outputs will comprise measureable deliverables that programmes will achieve through investment. For infrastructure projects, there will be a considerable time-lag for outputs to be delivered from investment due to the delivery timescales. Therefore it will be necessary to consider other measures which track the current 'use' or 'behaviours' of citizens in relation to the outcomes.
- 4.6 The project dashboards will monitor planning and delivery activity throughout the project's 'lifecycle' so that the performance of each individual project is frequently monitored and reviewed to ensure that delivery is on track, risks and project budgets are managed and outputs monitored.
- 4.7 The Corporate Risk Register will be embedded into a balanced scorecard approach. This will assist in contextualising the risk and understanding any impacts on interdependent deliverables. Corporate Risk & Assurance reports will provide one independent based version of the truth to support WMCA make informed decision making. Any threats to the strategic objectives will be captured as strategic risks and appropriate mitigations developed.
- 4.8 An example dashboard covering the strategic 'balance' outcomes in the SEP Performance Management Framework is provided in appendix 1.
- 4.9 Other city-regions around the globe have embedded data, metrics and performance management into overall 'place leadership' approaches, for example CitiStat in Baltimore. In Baltimore, output data on service delivery and citizen experience are used to evaluate services effectiveness, identify performance deficits and identify strategies for improvement. As the WMCA is both a transport service delivery body and a project management organisation, further work will be undertaken to identify how a similar approach to CitiStat could be developed at a project, programme and strategic level.

5.0 Wider WMCA Implications

- 5.1 The achievement of strategic outcomes is not down to the WMCA interventions alone. It requires the combined effort of all public agencies, the private and third sector as well as citizens and businesses to transform the West Midlands as a place. However, the Mayor and WMCA Board has a leadership role to promote the vision and drive action.

6.0 Issues

- 6.1 Some indicators are currently annual measures due to availability of data. This means that these indicators are not appropriate for managerial and operational decisions or improvements.
- 6.2 The availability of data will determine the frequency of reporting and will be considered during the development of the suite of performance dashboards/reports.

7.0 Financial implications

7.1 There are no direct financial implications arising from this report.

8.0 Legal implications

8.1 There are no direct legal implications arising from this report.

9.0 Equalities implications

9.1 There are no direct equalities implications arising from this report.

10.0 Appendices

Appendix 1: Draft WMCA performance reporting dashboard