



West Midlands
Combined Authority

Overview & Scrutiny Committee

Date	7 March 2022
Report title	Annual Business Plan
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Recommendation(s) for action or decision:

The Overview & Scrutiny Committee is recommended to

1. Review and comment on the Annual Business Plan.

1. Purpose

This paper provides the background to the development of the Annual Business Plan, an overview of content and how it will be used, monitored and measured supporting the move towards data-driven, evidence-based decision making.

In addition, a designed Annual Business Plan is appended, this will be shared to WMCA Board on 18th March for information.

2. Background

- 2.1 The Annual Business Plan (ABP) is a vital link in the 'golden thread' between the WMCA Aims and Objectives, agreed by WMCA Board in November 2021, through Directorate and team plans and into the Individual Performance Management (IPM) goals of staff across the organisation. The ambition was to produce a plan setting out all activity to be delivered in 2022/23 aligned to those aims and objectives.

Identifying all planned activity was undertaken collaboratively with the Business Planning & Performance Reporting Team (BP&PR) working alongside finance and HR colleagues. It was vital to not only look at activity but also establishment numbers and funding/resources to deliver a balanced budget.

Engagement with Directorates cascaded from SLT, with Linda Horne as the sponsor and Ed Cox, Director of Inclusive Growth & PSR, supporting his peers by identifying where there were consolidation and integration opportunities across activity.

- 2.2 The Annual Business Plan adds value in a number of ways. It will provide a single source of the truth for delivery activity to achieve the Aims & Objectives expressed as outputs called High Level Deliverables, there is also greater visibility of the funding sources and through monitoring and reporting it provides accountability.

It is an internal document intended as a valuable reference guide; a resource for all staff across the organisation to clearly see how the work they are doing supports the delivery of the strategic aims and, ultimately achieve the vision of a more prosperous and better connected West Midlands that is fairer, greener and healthier. In addition to the Aims, Objectives and HLDs there is an overview from each Director on how they will deliver the ABP, content on the Enabling Services functions and the Corporate Management Team. In the finance section there is improved visibility and transparency of the sources of funding and detail on how the plan will be measured and reported.

3. Performance Monitoring of the Annual Business Plan

- 3.1 There are 136 High Level Deliverables (HLD) underneath objectives and these are statements that set out the activity at quite a high level over the financial year. The BP&PR Team have worked with Directorates and performance colleagues to support the identification of SMART milestones beneath each HLD; these provide the detail at a much more granular level of delivery activity and are profiled by month with measures and targets.

Each milestone has an appointed owner and they are responsible for providing monthly updates on progress. There are a number of milestones for each HLD and they are weighted depending on how much they contribute to the completion of that HLD. The profiling of activity will also be used by finance colleagues in budget phasing.

- 3.2 The BP&PR Team will collate and analyse milestone and HLD activity against profile monthly and produce a report for the SLT. There will also be a 'real-time' dashboard, using Power Bi, that can be accessed at any time that provides a RAG-rated view of performance against profile from the 6 WMCA Aims down to milestone level and where achievable, into individual project level.
- 3.3 This reporting solution delivers a 'single version of the truth' through data that will be triangulated with the Strategic Risk Register and finance cost codes, providing a visually rich dashboard with a hierarchy of data from a strategic aim and objective view down to individual milestone. This will support evidence-based decision making.
- 3.4 HLDs were approved by the WMCA Board in February alongside the Budget report and performance against the Annual Business Plan will be reported to WMCA Board half-yearly, together with any changes to output measures that may arise as a result of Levelling-up or new sources of funding that may influence a change in priorities.

4. Agile Business Planning and Reporting process

- 4.1 This first Annual Business Plan, nested underneath the corporate Aims and Objectives, presents an opportunity to continue the engagement across Directorates and continuously improve the process. Rather than an intensive period of business planning aligned to the annual budget planning round, it is proposed that there are regular conversations and a more iterative process that considers current performance and the resources (both financial and people). This agile or dynamic process is intended to provide greater engagement across staff teams, alignment to the overall vision and regular reporting will give SLT the assurance where is the flexibility to respond to new opportunities. Fig 1 below illustrates the planning and reporting cycle.



Fig 2

5. Legal Implications

There are no legal implications as a direct consequence of this report.

6. Impact on Delivery of Strategic Transport Plan

None

7. Equalities Implications

None

8. Inclusive Growth Implications

None

9. Geographical Area of Report's Implications

None

10. Other Implications

11. Schedule of Background Papers

11.1 Appendix – Annual Business Plan 2022/23 (to follow)