



WEST MIDLANDS
COMBINED AUTHORITY

STRATEGIC ECONOMIC PLAN

Technical appendix WMCA PERFORMANCE MANAGEMENT FRAMEWORK



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IN DEVELOPMENT

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Introduction & Purpose

The WMCA Performance Management Framework (PMF) will provide a clear framework against which success can be measured.

The Vision for the area has a number of smart objectives with clear targets. A selection of indicators have been selected to measure achievement of our ambitions. The ambitions are based on an agreed vision led economic and social future for the area underpinned by extensive modelling work undertaken using the Oxford Economic model.

The PMF is composed of a selection of strategic headline indicators, which measure the impact of the various programmes areas of the WMSEP. These indicators cover a range of theme areas including productivity, employment and skills, infrastructure, competitiveness, sustainability, and public service reform - and covering economic, social, fiscal and environmental impact.

The indicators in the PMF will be the basis upon which we appraise and prioritise our programme of interventions to deliver the WMCA SEP. These carefully targeted set of interventions will ensure delivery of the greatest economic benefits to the area and allow balance to be achieved in terms of opportunities created across the WMCA.

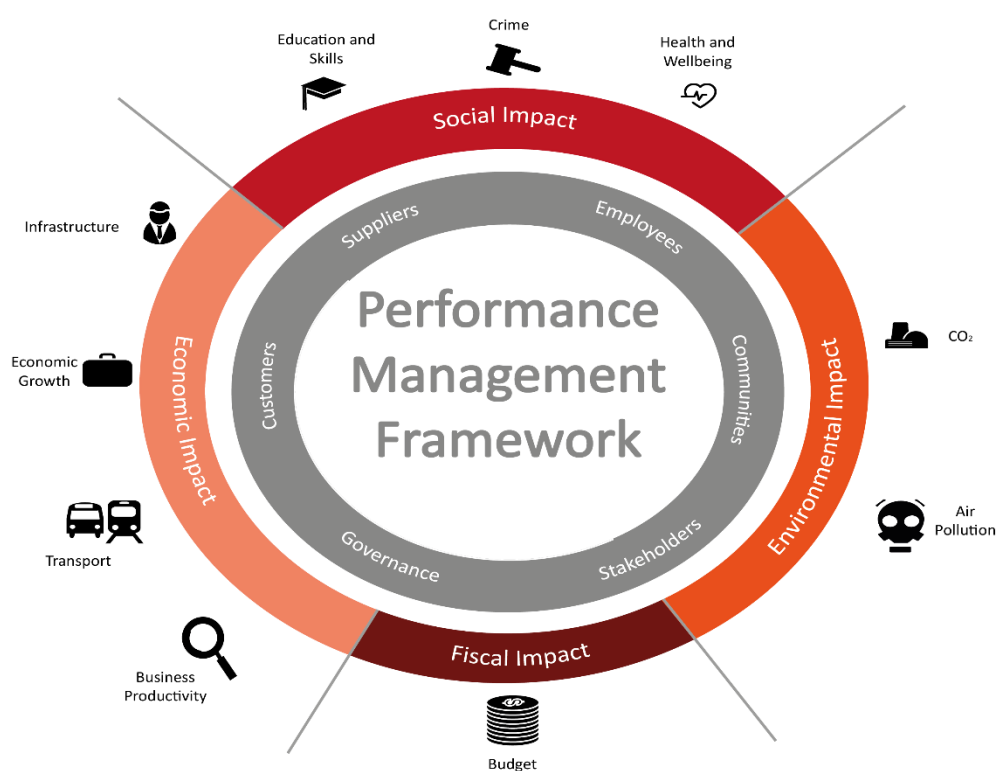
We will annually monitor our progress in relation to the targets in the PMF so that we can clear on the impact of our delivery plan in achieving our ambitions.

WMCA Growth Ambitions

The following table sets out the ambitions that the WMCA is seeking to deliver. For each area indicators have been selected to provide a measure of success in delivering our ambitions

Economic Impact
<ul style="list-style-type: none"> • Economic Growth - To improve GVA for the region in line with the UK Average.
<ul style="list-style-type: none"> • Business Competitiveness & Productivity - To improve the productivity of our businesses focusing on our growth sectors and increase employment rate in target growth sectors
<ul style="list-style-type: none"> • Accessibility - To improve the connectivity of people and business to jobs and markets
<ul style="list-style-type: none"> • Infrastructure - improve the quantity of high quality, readily available development sites; turning brownfield sites to high quality locations that meet our housing and business needs
Social/ Public Service Reform Impact
<ul style="list-style-type: none"> • Improved Life Chances for all including troubled individuals
<ul style="list-style-type: none"> • Employment & Skills - To improve skills levels of all ages so that people have the skills and qualifications to access jobs – Ignite (children & young people)/Retune (employability)/Accelerate (skills for the future labour market)

<ul style="list-style-type: none"> Health & Well Being - We will have reduced our health inequalities and improved the health and wellbeing of our population including mental health
<ul style="list-style-type: none"> Criminal Justice– Reduce offending and re-offending
Fiscal Impact
<ul style="list-style-type: none"> Income and expenditure – We will be a net contributor to the UK exchequer, no longer a public services cost centre.
Environmental Impact
<ul style="list-style-type: none"> Sustainability - To improve competitiveness through energy and resource efficiency and stimulate new technology and business



Graphics and metrics inspired by PriceWaterhouse Coopers Total Impact Measurement and Management (TMM) methodology. Please see <http://www.pwc.co.uk/who-we-are/corporate-sustainability/total-impact-measurement-management.html> for further info.

The WMCA Performance Management Framework

WMCA Performance Management Framework					
Outcomes	Measures of Success	Supporting Outputs	Baseline	2030 Target	Scale of the Challenge - Total WMCA

ECONOMIC GROWTH - Improved GVA for the region in line with the national average

O1. GVA per Head

£19,423

£33,604

+£14,181



BUSINESS - Improved the productivity of our businesses focussing on our growth sectors

B1. No. of Business Births

O1. Businesses Assisted

18,805
47 per 10k pop.

21,630
54 per 10k pop.

+2,825 Births p.a

B2. Jobs in Transformational Sectors

O2. Businesses Created

1.1m Jobs

1.47m Jobs

+307k Jobs

B3. Total Jobs

O3. New Jobs Created by Sector

1.9m Jobs

2.4m Jobs

+505k Jobs

B4. Employment Rate

68.4%
1,720,900

80%
2,011,600

F1. Income & Exp. Balance

O4. Expenditure savings

£3.9 billion

£0

-£3.9 billion



FISCAL - Secure better for less from our public services

PEOPLE - Improved Life Chances for all

SKILLS - Improved skill levels at all ages so that people have the skills and qualifications to access jobs. Ignite /Retune /Accelerate

HEALTH - Better quality of life for all: improved health (inc. Mental health) and well being

CRIME - Reduced offending and re-offending

P1 - Number of troubled individuals identified and worked with

O9. Troubled individuals assisted

P2. – Improved outcomes for troubled individuals

P3. No. workers earning min. 'living wage'

P4. % WAP No Quals

O5. Learner Assists by level

363,400

210,302

-153,098

P5. % WAP NVQ1

297,400

290,418

-6,982

P6. % WAP NVQ2

415,600

408,087

-7,513

P7. % WAP NVQ3

415,900

433,123

+17,223

P8. % WAP NVQ4+

762,900

918,821

+155,921

P9. No. of Apprenticeships

O6. Apprenticeships

43,230

69,000

+25,770

P10. School GCSE Attainment (% Schools above)

44.7%
131 Schools

100%
293 schools

+162 schools

P11. NEETs

O7. NEETs

5.7%

4.7%

-1,261 16-18 yo

P12. Healthy Life Expectancy (HLE) at Births – Males & Females

M – 61.5 yrs

TBA

Raise HLE by X yrs

F – 62.3 yrs

TBA

X yrs

P13. Reduced Inequality in HLE – Males & Females

M – 17.5 yrs

TBA

X yrs

F – 18.8 yrs

TBA

X yrs

P14. Employment rate gap for those with in

61%

TBA

X with secondary mental health



	contact with secondary mental health services				probs back into emp.
	P15 – Rates of suicide				
	P16 - % Physically Active Adults		54.4%	57.0%	+82,497 People
	P17 - Offending rates	O8. Offenders assisted			
	P18 - Re-offending rates		24.6%	TBA	Reduced no. reoffenders by X
	P19 - Number of first time entrants to Youth Justice System		393 per 10,000 pop.	TBA	Reduced no first time entrants by x
	P20. Youth Claimants (19-24)		14,255	10,472	-3,783
	P21. Claimant Count (16-64)		67,345 (2.7%)	45,579 (1.8%)	-21,766
	P22. Health inequality gap by years between best and worse areas in LEP and SEP areas		SEP AVG M = 10.6 F= 7.3 CWLEP M=10 F= 8 GBSLEP M=11 F=8 BCLEP M= 11 F= 6	SEP AVG Men 4.7 Women 3.4	Reduction in average health inequality gap across SEP by 5.9 for men and 3.9 for women

PLACE ACCESSIBILITY- Improved the connectivity of people to businesses to jobs and markets INFRASTRUCTURE - Improved the quantity of high quality readily available development sites SUSTAINABILITY - Resource efficient economy to stimulate new technology and business	PI1. % WAP Accessible to Jobs				
	PI2. Broadband Connectivity		88%	100%	210k premises
	PI3. % residents able to access strategic centres in 45 mins				
	PI4. Journey time reliability				
	PI5. No./ha available for housing developments	O10. New Dwellings			
	PI6. No./ha available for employment development sites	O11. New Floor Space by Land Use Type in m² O12. Land Remediated			
	E1. CO₂ emitted within SEP area by transport, businesses and homes		17,456ktCO₂	11,172ktCO₂	ktCO₂
	E2. No. of days poor air quality per year (rated 4 or higher on the Daily Air Quality Index)		45	1	-44 days

Note: Baseline year will vary by variable.

Monitoring & Evaluation

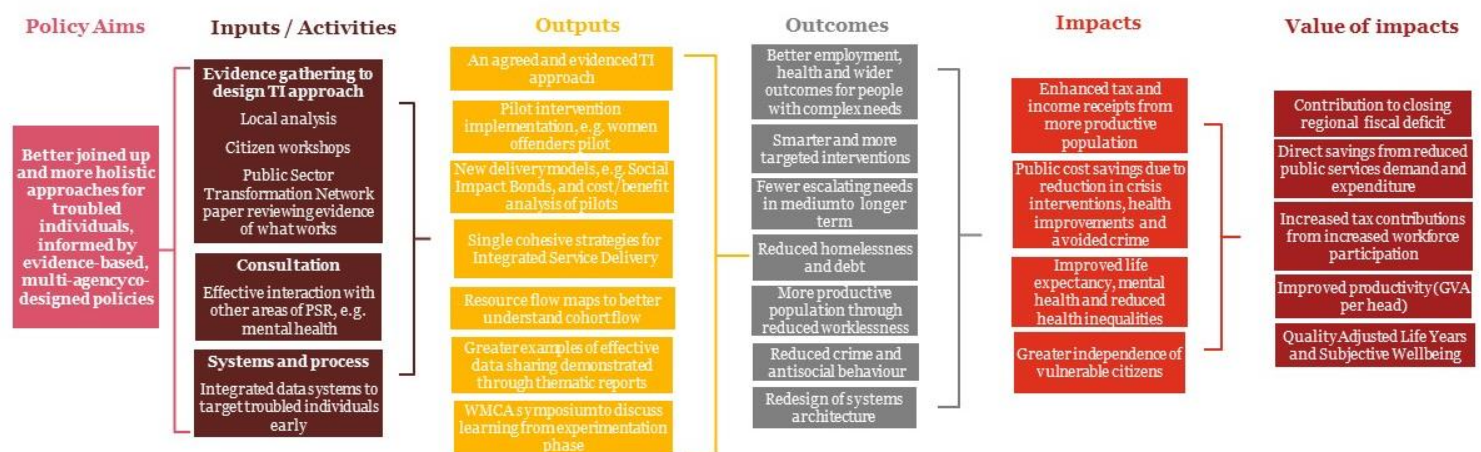
Monitoring and evaluation for the WMCA as a whole will operate at two interconnected levels. One at the level of individual projects, as defined at the FBC stage through the Assurance Framework, and one at the level of the WMCA as a whole through the WMCA Performance Management Framework (PMF). We will annually monitor our progress in relation to the targets in the PMF so that we can clear on the impact of our delivery plan in achieving our ambitions. Responsibility for monitoring at a strategic level will lie with the Economic Intelligence Unit, whereas at the project level it will lie with project sponsors.

Logic Chains/Impact Pathway Analysis

The M&E Stage will also include detailed impact pathway analysis at Programme Level, an illustrative example of this is shown below so that we can clear on impact of investment and outputs purchased on achieving our required outcomes and impact.

Link to the Project Lifecycle/Assurance Framework

Figure 3. Impact pathway analysis – Troubled individuals learning programme



PSR Enablers to all the above: Resources & Governance, Data, Digital, Referral portal, PSR 'Filter facility' (Culture, People and Leadership), Monitoring/evaluation aspects

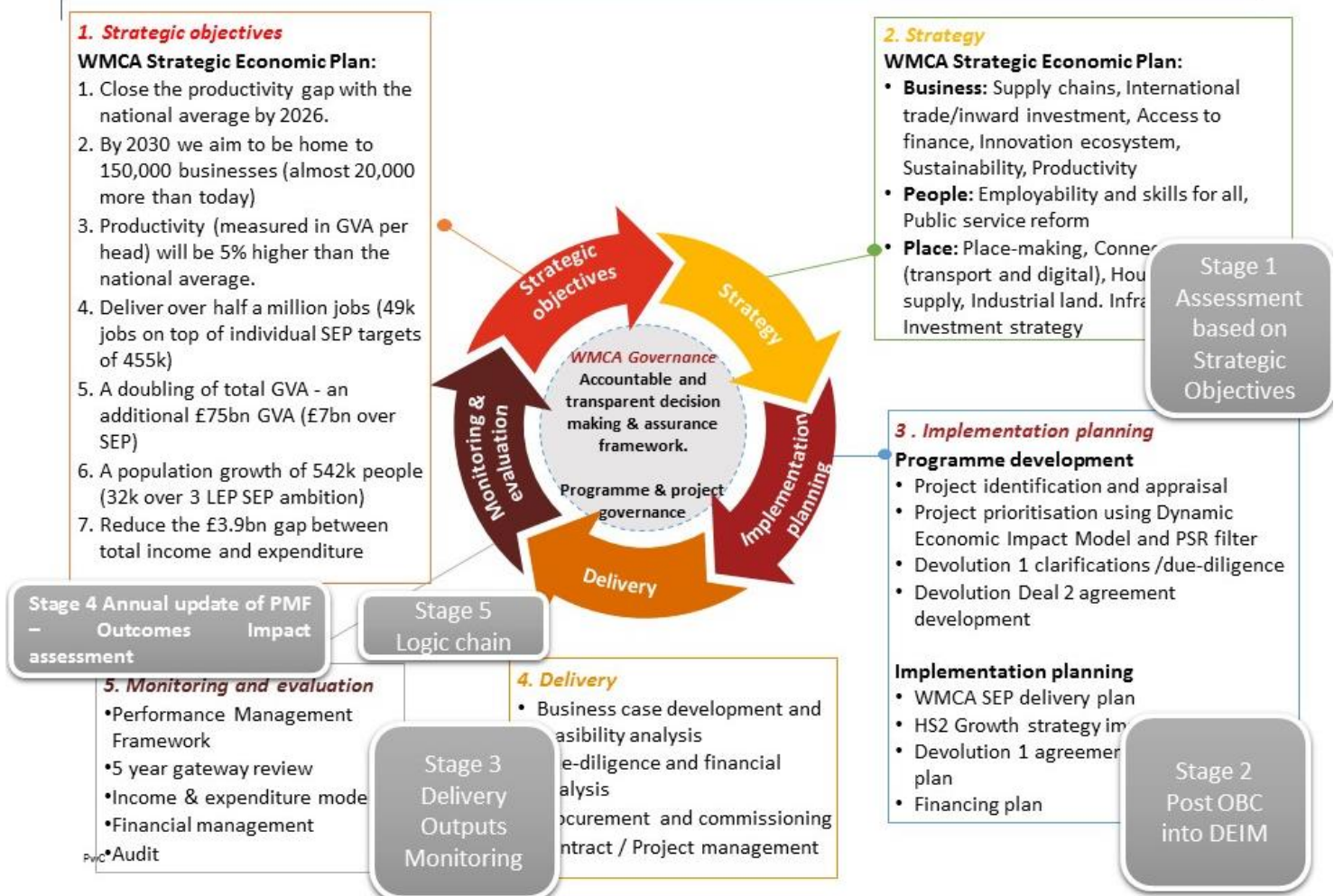
Timescale	6-12 months	12 months	2 to 5 years	5 years+	n/a
Metric	<ul style="list-style-type: none"> Budgets Projects Personnel Volunteers Estates Citizens 	<ul style="list-style-type: none"> Number of beneficiaries e.g. 600 women offenders supported in 16/17 Number of pilots Numbers of strategies New roles and organisational structures 	<ul style="list-style-type: none"> Numbers of people with multiple complex needs Enhanced prevention Lower absenteeism and presenteeism in workplace Improved health outcomes 	<ul style="list-style-type: none"> Lower pressure on public services Lower rates of mental illness and associated illnesses Positive economic impacts 	<ul style="list-style-type: none"> Valuation coefficients for each Total Impact Measurement & Management agreed indicator
Data Source	WMCA	WMCA Beneficiary data	Evidence and literature review Popn segmentation Analysis	Evidence and literature review	Her Majesty's Green Book and HMT guidance
Stakeholders	Central Govt, Local Authorities, Beneficiaries of support, Citizens	Central Govt, Local Authorities, Beneficiaries of support, Citizens	Central Govt, Local Authorities, Beneficiaries, Citizens	Central Govt, Local Authorities, Beneficiaries, Citizens	Central Govt, Local Authorities, Beneficiaries, Citizens

Graphic and impact pathway insight provided by PwC

- ✓ The Assurance Framework sets out the Project Lifecycle and the process for governance and decision making.
- ✓ **Stage 1** – Projects complete an Initial Proposal Template which provides headline information against the Treasury 5 case model. They are asked to set out the strategic fit of the project. The evaluation panel will undergo a **qualitative assessment** of each project to ensure it fits with the **strategic objectives**. Each objectives is measured by an indicator in the PMF and has a range of supporting outputs.
- ✓ **Stage 2** – when projects have been approved at **Outline Business Case** stage they will then be inputted into the **Dynamic Economic Impact Model (DEIM)** to assess their economic impact
- ✓ **Stage 3** – Once projects move into delivery phase the reporting of its **outputs** needs to be gathered in order to assess impact at a collective level.
- ✓ **Stage 4** – the indicators in the **PMF** are updated and reported annually in order to assess if the interventions are having the desired impact on the measures of success and vision of the area
- ✓ **Stage 5** – the **logic chain/impact pathway** analysis is undertaken to look at the relationship between the investment, the outputs, the outcomes and the impact

The Link to the Programme Process – WMCA Investment and Intervention Programme Process

Graphic and impact pathway insight provided by PwC



Performance Management Framework – Detail

Balance Outcomes	Theme & Programme Area	Growth Ambitions	Our Measures of Success	Project Outputs
ECONOMIC IMPACT				
Economic Growth – <ul style="list-style-type: none"> To improve GVA for the region in line with the UK Average. 	All	✓ Our GVA per head of population will be on par with the UK average by 2026 and 5% higher by 2030.	O1. GVA per Head	Generated via DEIM
Business Competitiveness & Productivity – <ul style="list-style-type: none"> To improve the productivity (GVA) of our businesses focusing on our growth sectors Increased the levels of business growth Reduced barriers to growth for businesses Increased the levels of research and development or innovation in business Increased employment rate in target growth sectors 	Business B1.1 Supply chains B1.2 International trade / inward investment B1.3 Access to Finance B1.4 innovation ecosystem B2 Sustainability B3 Productivity	✓ By 2030 the value of the businesses in our growth sectors will have increased by 114% to represent 70% our economy. ✓ By 2030 the % of start-ups reaching a turnover of £1m within 3 years will be above the national average.	B1. Number Business Births B2. Jobs in Growth Sectors B3. Total Jobs B4. Employment Rate	O1. Businesses assisted O2. Businesses created O3 New jobs created by sectors (also generated by DEIM)
Infrastructure <ul style="list-style-type: none"> To improve the quantity of high quality, readily available development sites; turning brownfield sites to high quality locations that meet our housing and business needs Increase the supply of brownfield sites that meet our housing and business needs Increase the levels of quality housing available in relation to need Increased the level of commercial floor 	Place PI1 Place making PI3 Housing and land supply PI4 Industrial land	✓ Our environment will be transformed with an additional 1,600 ha of industrial land available and housing stock of 1.9million.	PI5. No./ha Available for Housing Developments PI6.No./ha Available for Employment Development Sites	O4 New Dwellings O5 New floor space by land use type in sq mtr O6 Land remediated

Balance Outcomes	Theme & Programme Area	Growth Ambitions	Our Measures of Success	Project Outputs
space for office and retail				
<u>Accessibility</u> <ul style="list-style-type: none"> To improve the connectivity of people and business to jobs and markets respectively Increased the accessibility of people to employment Increased the levels of public transport usage Improve the connectivity of business to markets 	Place PI2 Connectivity PI2.1 Transport PI2.1 Digital connectivity	✓ By 2030 increase the percentage of residents that can access jobs to X%. ✓ Improve broadband connectivity to XXy	PI1. % of Working Age Population Accessible to Jobs PI2. Broadband Connectivity PI3. % of Residents able to access Strategic Centres in 45 minutes. PI4. Journey Time Reliability	Generated via DEIM
SOCIAL IMPACT				
<u>Skills</u> <ul style="list-style-type: none"> To improve skills levels so that people have the skills and qualifications to access jobs Increased labour market participation/reduced barriers to employment Improved skills and qualifications Increased learning participation and training Increased the demand for skilled employment 	People P1 Employability and skills for all P1.1 Accelerate: skills for the supply chain P1.2 Ignite: schools P1.3 Re-tune: employability	✓ By 2030 average earnings of our working age population will be 13% above UK averages. ✓ By 2030 the proportion of people qualified to NVQ4 or above will have increased by 36% to match the national average and the number with no qualifications will have fallen by 9% to match the national average.	P1. Number of Troubled Individuals Worked With P2. Improved Outcomes for Troubled Individuals P3. No. Workers Earning Minimum Wage P4. % Working Age Population with No Qualifications P5. % Working Age Population with NVQ1 P6. % Working Age Population with NVQ2 P7. % Working Age Population with NVQ3 P8. % Working Age Population with NVQ4 P9. No. of Apprenticeships	O7 Skills – Learners assisted by qualification level

Balance Outcomes	Theme & Programme Area	Growth Ambitions	Our Measures of Success	Project Outputs
			P10. School GCSE Attainment P11. NEETs P14. Employment Rate Gap for those with in contact with Secondary Mental Health Services P20. Youth Claimants (19-24) P21. Claimant Count (16-64)	
<u>Health & Well being</u> <ul style="list-style-type: none"> Better quality of life for all 	P2 Public Sector Reform	✓ To reduce the health inequality gap within our population through access to work, good quality air, natural environment, housing and supportive networks of communities helping individuals and families	P12. Healthy Life Expectancy (HLE) at Birth Males and Females P13. Reduced Inequality in HLE – Males and Females P15. Rates of Suicide P16. % Physically Active Adults P22. Health Inequality by years between best and worst areas in LEP and SEP areas.	
<u>Crime</u>	P2 Public Sector Reform	✓	P17. Offending Rates P18. Re-offending Rates P19. No. First Time Entrants to Justice System	
FISCAL IMPACT				
<u>Budget</u> <ul style="list-style-type: none"> To secure better for less from our public services and improve the health and wellbeing of our communities 	P2 Public Service Reform	✓ We will be a net contributor to the UK economy, no longer a cost centre having eliminated our	F1. Income and Expenditure Balance	

Balance Outcomes	Theme & Programme Area	Growth Ambitions	Our Measures of Success	Project Outputs
		£3.9bn deficit (based on 2015 levels).		
<u>Business Rates</u>	Business	✓		
ENVIRONMENTAL IMPACT				
<u>Resource Efficient Economy</u> <ul style="list-style-type: none"> To improve competitiveness through energy and resource efficiency and stimulate new technology and business 	B2 Sustainability	✓ Our carbon dioxide equivalent (CO ₂ e) produced from direct emissions by transport, business and housing based on a 2010 baseline will be 30% less in 2020 and 40% less in 2030. This will contribute over a 8% improvement to GVA by 2030	E1. CO ₂ Emitted within SEP area by Transport, Businesses and Homes E2. No. of Poor Days Air Quality per year (rated 4 or higher on the Daily Air Quality Index)	

