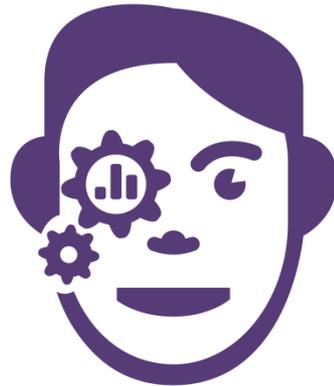


# AnalystFEST



**Rebecca Riley**

Business Development Director



**@CityREDI**

**@RileyResearch**

**#analystFEST**

- 9.35 **The Combined Authority and the role of data, research and intelligence**  
Martin Reeves
- 9.50 **Political mandate, public policy and data and analysis** -Tony Bray
- 10.15 **Evidence supporting WMCA Strategic Economic Plan** - Delma Dwight
- 10.30 **Panel Q&A on research demand**
- 10.45 Coffee break
- 11.00 **Meet the research project session 1**
- 11.45 Lunch and networking
- 12.45 **Meet the research project session 2**
- 13.30 **How the universities are supporting decision making in the West Midlands**  
Richard Kenny
- 13.45 **LARIA – promoting collaboration** - Andy Davis
- 14.00 **Team West Midlands – the research capacity across the region** - Andy Baker
- 14.15 **Panel Q&A on research supply**
- 14.30 **First steps to collaboration – getting Data Ducks in a row** - Rebecca Riley
- 14.45 **Closing remarks** – Simon Collinson

# **AnalystFEST Event Programme**

Tuesday 24 January 2017

**Dr Martin Reeves**  
**Chief Executive, Coventry City Council**  
**Chief Executive, WMCA**



**WEST MIDLANDS**  
COMBINED AUTHORITY

**Martin Reeves**

*Chief Executive*

Telephone: 024 7683 3232

Mobile: 07852 976 199

E-mail: [martin.reeves@coventry.gov.uk](mailto:martin.reeves@coventry.gov.uk)

Twitter: [@martinreeves](https://twitter.com/martinreeves)



**Coventry City Council**

Council House

Earl Street

Coventry, CV1 5RR

[www.coventry.gov.uk](http://www.coventry.gov.uk)



**WEST MIDLANDS**  
COMBINED AUTHORITY

**Martin Reeves**  
Chief Executive

07852 976199

[Martin.Reeves@coventry.gov.uk](mailto:Martin.Reeves@coventry.gov.uk)

[www.westmidlandscombinedauthority.org.uk](http://www.westmidlandscombinedauthority.org.uk)



**@martinreeves**



**WEST MIDLANDS**  
COMBINED AUTHORITY

Find out more at [www.westmidlandscombinedauthority.org.uk](http://www.westmidlandscombinedauthority.org.uk)

A satellite-style map of Europe, showing the continent in dark green and brown tones against a lighter, textured background representing the surrounding oceans and atmosphere. The map is centered on the continent, with the British Isles to the northwest and the Mediterranean Sea to the south.

# Political mandate, public policy and data and analysis

AnalystFest: Tuesday 24<sup>th</sup> Jan 2017, Birmingham

**Tony Bray**

Area Director – West Midlands, Cities and Local Growth Unit  
Department for Communities and Local Government and Department for Business,  
Energy and Industrial Strategy

Context – a changing world?

A public policy framework

Analysis making a difference – some  
case studies

Wrap up

# Context – A changing world?



## LEGITIMACY

Political mandate based on public confidence.

Counter views can be ignored or managed by stakeholder engagement.

How much 'political capital' is a policy worth?

## POLICY

Legitimate policy clearly links to the political mandate.

Evidence informs choices – rarely just one way of doing something.

And evidence informs how to implement a policy.

## ACTION

Delivery is king



Centre for Public Impact 2016

## **POLITICAL MANDATE**

Provides headline legitimacy for policy intent

Constantly tested by opposition views, media and public

Balance between political philosophy, complexity of delivery and other priorities

## **POLICY**

Converting policy intent into firm, agreed and adopted policies

Evidence and analysis is critical.

## **ACTION**

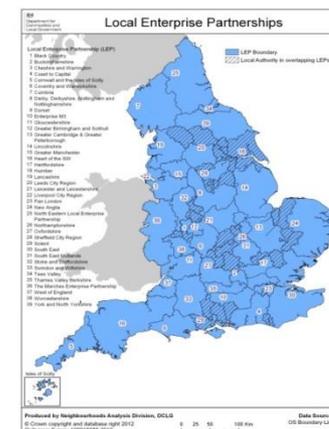
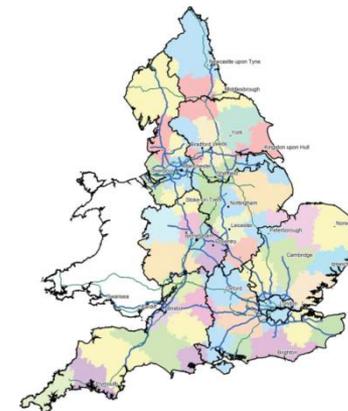
Performance management critical to demonstrating impact.

Benefits and value for money.

Lessons learned – evaluation.

- **Policy intent 2010: Abolish Regional Development Agencies** – develop a more localist solution. Subsequently further deepened through devolution deals.
- **Analytical approach:** Choice: devote a lot of resource to thinking about functional economic areas **or establish principles based on evaluation**
  - **The importance of developing a local strategy rather than rushing to specific interventions:** City Challenge Fund evaluation underlined the need to develop a clear, robust and realistic strategy that targets local needs. Then easier to make difficult decisions on prioritising limited resources. **Early focus on Strategic Economic Plans.**
  - **Organising at the appropriate spatial scale:** Growing evidence that local growth institutions reflect real economic geography (Functional Economic Areas). The latest economic evidence suggests growth penalty c.5-6% for each doubling in the number of administrative units in a city region. **This is one of the key rationales for LEPs and MCAs.**
  - **The value of co-ordinating efforts:** Factors found to make good partnerships work in the SRB context included the need to avoid ‘arranged marriages’ no matter how convenient and instead building on what already exists. **Bottom-up approach to LEP partnerships.**
  - **Clear accountability and incentives:** Multiple evaluations highlight being clear who does what and the tools they have leads to successful delivery and impacts. **Develop role of LEPs, with MCAs where areas choose.**
  - **The importance of better monitoring and evaluation at the right time:** The evidence shows that many ineffectual schemes have been recycled and rebranded through a revolving door of area-based initiatives. **Established the What Works Centre and the Gainshare evaluation panel.**
- We continue to work very closely with analysts and academic experts as we develop our policy.

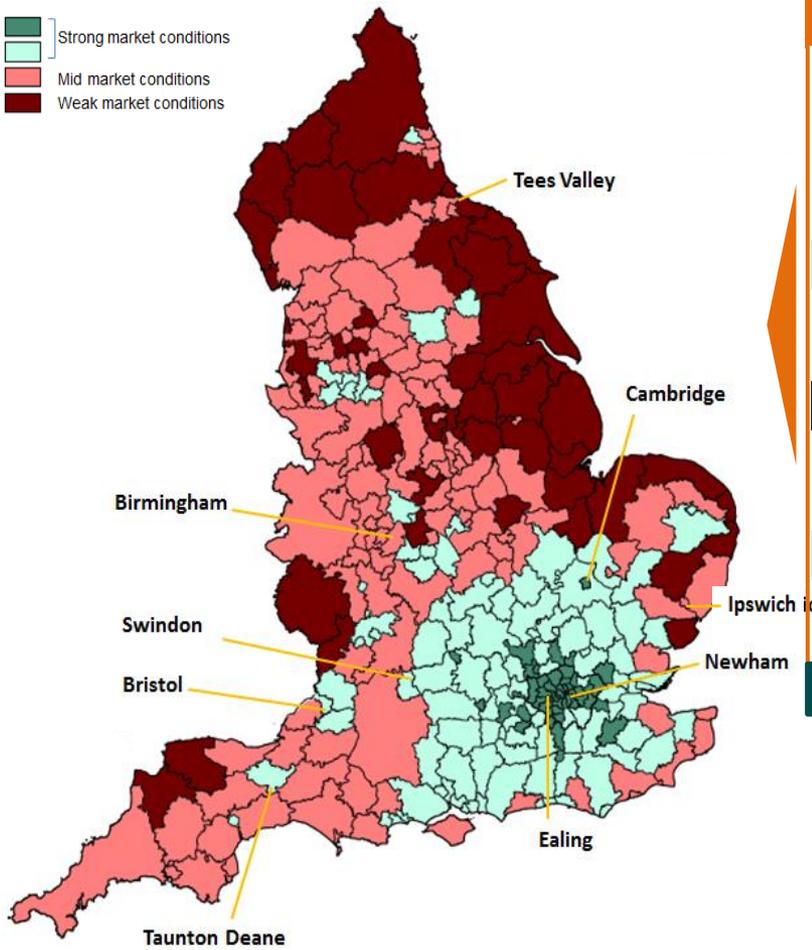
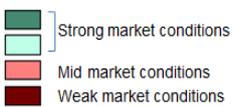
An approximation of “functional economic areas” across England<sup>2</sup>



- **Policy intent 2016:** Increase scale and pace of house building to increase supply, mix of tenures and improve affordability.
- **Analytical approach:** What are the barriers to investment and how could it be incentivised?
- Three primary barriers to commercial viability:
  - prohibitive up front costs (land acquisition, remediation etc.);
  - uncertainty over long-term income generation;
  - and a lack of ability to capture wider value (e.g. from proximate land price growth).
- Existing funding tools (e.g. CIL, Gainshare, New Homes Bonus, Local Growth Fund) have individual merits but are difficult to align locally around strategic infrastructure priorities and to present as a compelling offer to investors, and so are less than the sum of their parts.
- Value uplift created through larger-scale site-enabling infrastructure is not captured by those paying for it, meaning sites that offer development potential but require expensive up front infrastructure investment cannot be unlocked.
- Local leadership and capability is a critical enabler to identify strategic infrastructure projects and unlock sites and schemes. Local areas are not sufficiently incentivised or equipped with the tools or capabilities to realise these opportunities.
- Investors care about place and will act differently depending on local conditions. Using intelligence from major investors we can categorise local market conditions. This analysis should be the starting point for efforts to drive local infrastructure investment.



## Index of Local Market Performance Using Private Investor 'Investability' Criteria



### What private investors look for in a local market

Major investors shared their criteria for 'area investability' with us. We used 12 metrics to create an index covering market demand, the potential for land value uplift and the likelihood of planning approval  
 We used this analysis to derive 3 primary market typologies (these are intended to be illustrative rather than conclusive about which intervention is needed in which place).

#### 1. Strong market conditions

**Characterised by:** High land value and value uplift as well as strong, relatively certain demand. Private sector investment heavily favours these market conditions. Strong possibilities to recoup public finance through uplift and income generation.

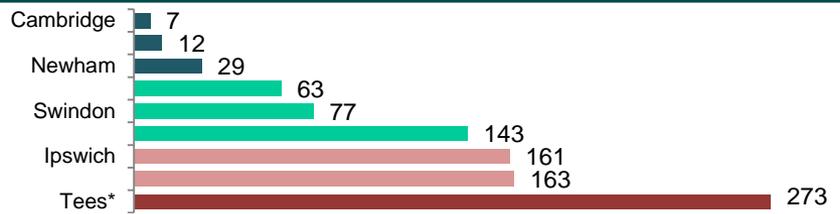
#### 2. Mid market conditions

**Characterised by:** Lower land values and uplift with variable demand. Private sector investment is project specific due to reduced certainty. Opportunities to recoup public investment since viability gap can be marginal.

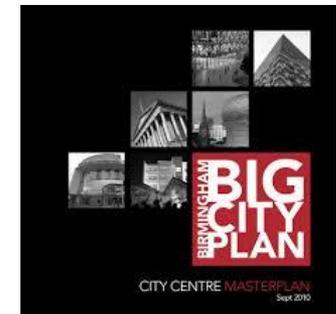
#### 3. Weak market conditions

**Characterised by:** Low land values and uplift with weak local demand. Little private sector investment with the greatest uncertainty in long-term demand.

### Who we interviewed



- **Autumn Statement 2016:** £2.3 Bn Housing Infrastructure Fund announced
- **“We will focus local infrastructure investment to unlock land for housing with a new £2.3bn Housing Infrastructure Fund to deliver infrastructure for up to 100,000 new homes in areas of high demand”**
- Funding to local authorities – projects must demonstrate strong VFM
- Wide definition of infrastructure
- Place-based approach – HIF on its own will not be the solution (local leadership and capacity, planning, public land, alignment of different funds, co-investment, portfolio/pipeline of projects etc.



Analysis remains central to good public policy

But, analysts inform, politicians decide

Need to be aware of 'legitimacy' – including public sentiment and behaviours

Analysis is central to turning policy intent into actual policies, which can be implemented and deliver impact

Good analysis is changing the way the Government works, especially central/local relationships

More collaboration/joint working between HMG and areas to promote better 'local delivery' policy



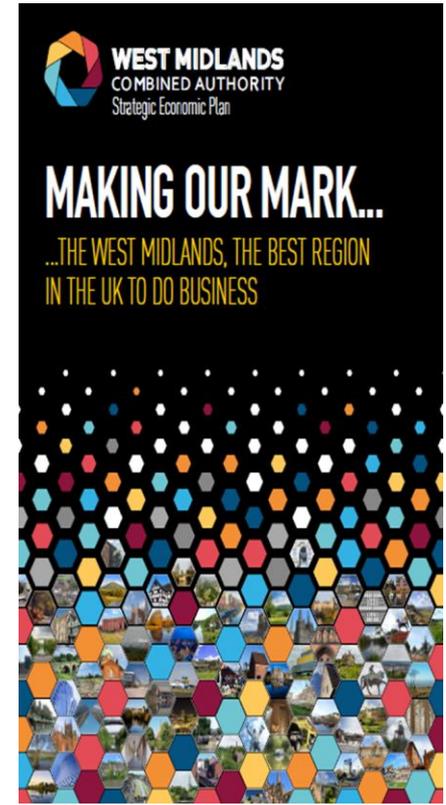
# Tony Bray

Area Director – West Midlands, Cities and Local Growth Unit  
Department for Communities and Local Government and  
Department for Business, Energy and Industrial Strategy

[tony.bray@beis.gov.uk](mailto:tony.bray@beis.gov.uk)

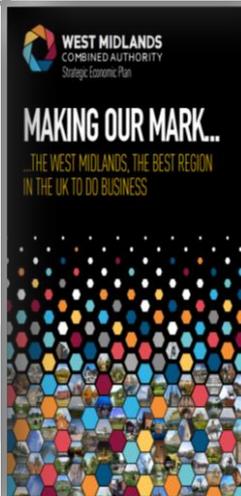
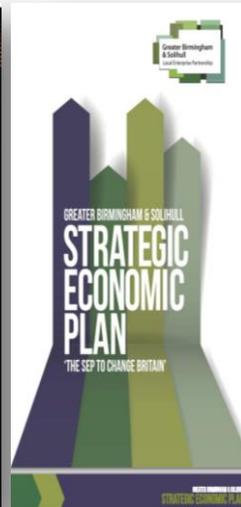
# Evidence Supporting WMCA Strategic Economic Plan

Delma Dwight  
Head of Intelligence  
Black Country Economic Intelligence Unit  
Black Country Consortium  
[Delma\\_Dwight@blackcountryconsortium.co.uk](mailto:Delma_Dwight@blackcountryconsortium.co.uk)



# A Family of SEPs – Collective Ambitions

BCLEP	Baseline 2013	BCLEP SEP Ambitions	Economy+
			
 JOBS	495k	+92K	+114k (+12k)
 GVA	£19bn	+£15bn	+£16.5bn (+£1.5bn)
Homes	482k	+45k	

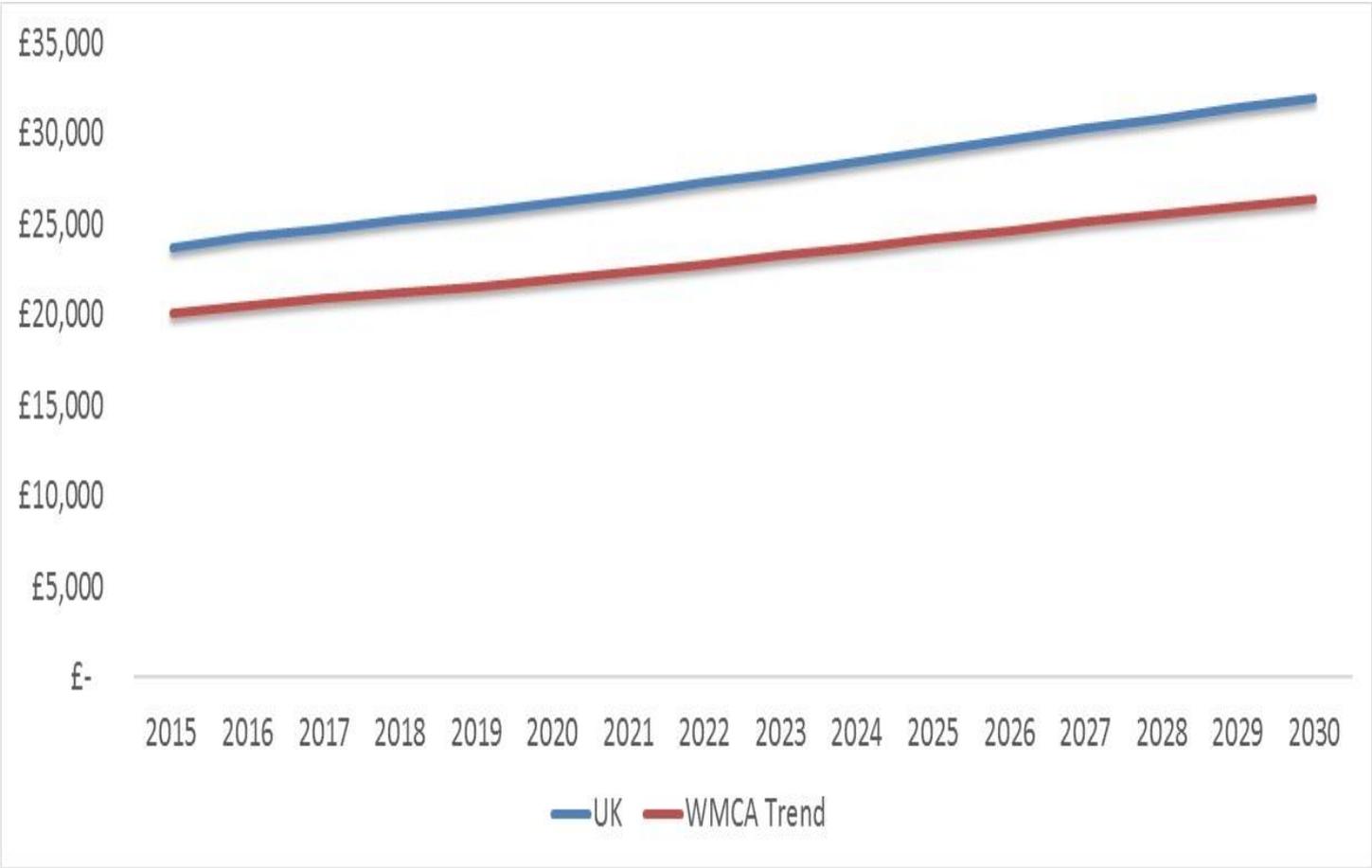


GBSLEP	Baseline 2013	GBSLEP SEP Ambitions	Economy+
 JOBS	945k	+244K	+269k (+24k)
 GVA	£40bn	+£34bn	+£37.5bn (+£3.5bn)
Homes	803k	+14k	

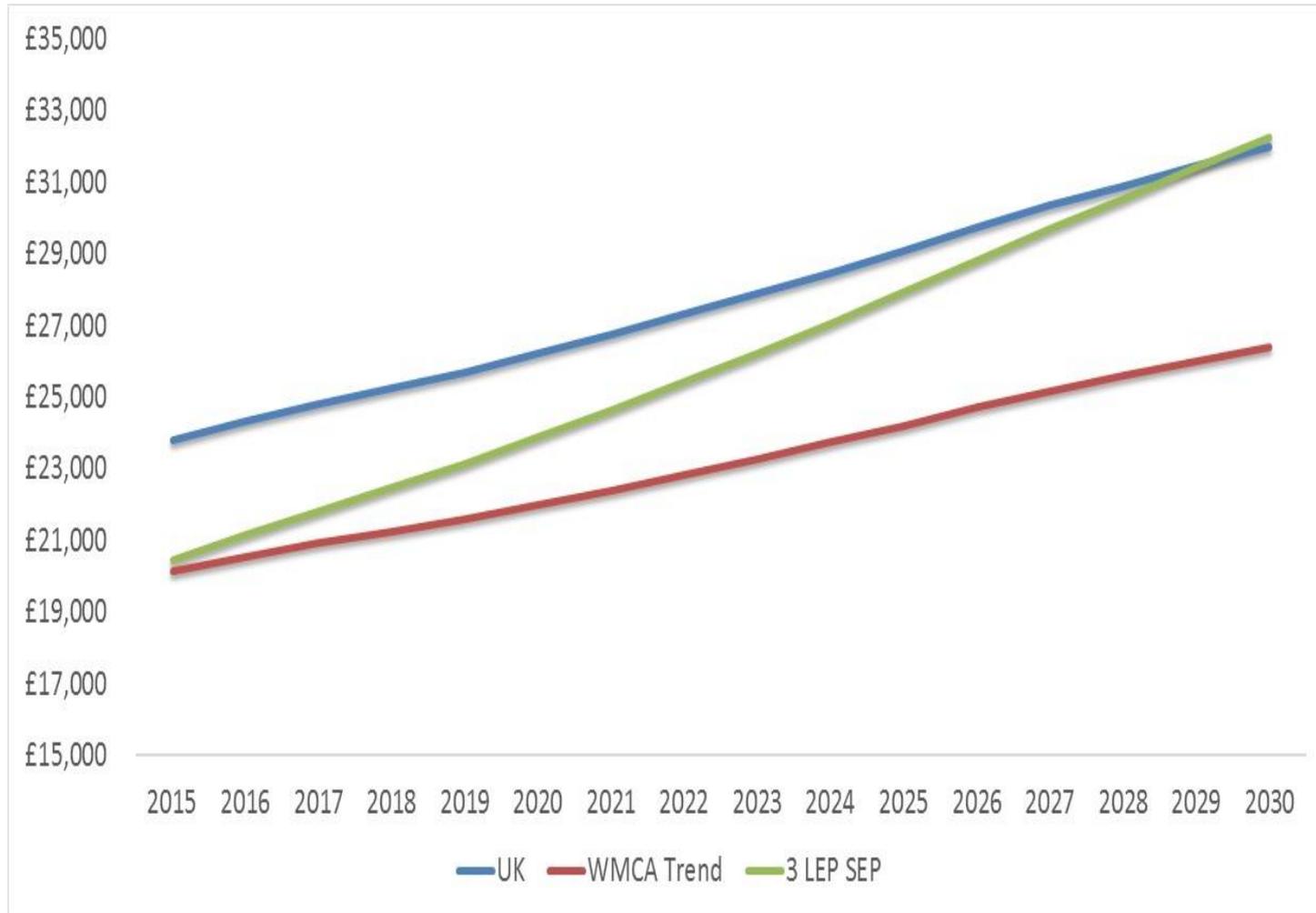
CWLEP	Baseline 2013	CWLEP SEP Ambitions	Economy+
 JOBS	459k	+119K jobs	+132k (+12k)
 GVA	£19bn	+£18bn	+£20bn (+£2bn)
Homes	376k	+75k	

WMCA	LEP SEP Ambitions	WMCAS EP Ambitions
 JOBS	+455k	+504k (+49k)
 GVA	£40bn	+£75bn (+£7bn)
Homes	TBA	TBA

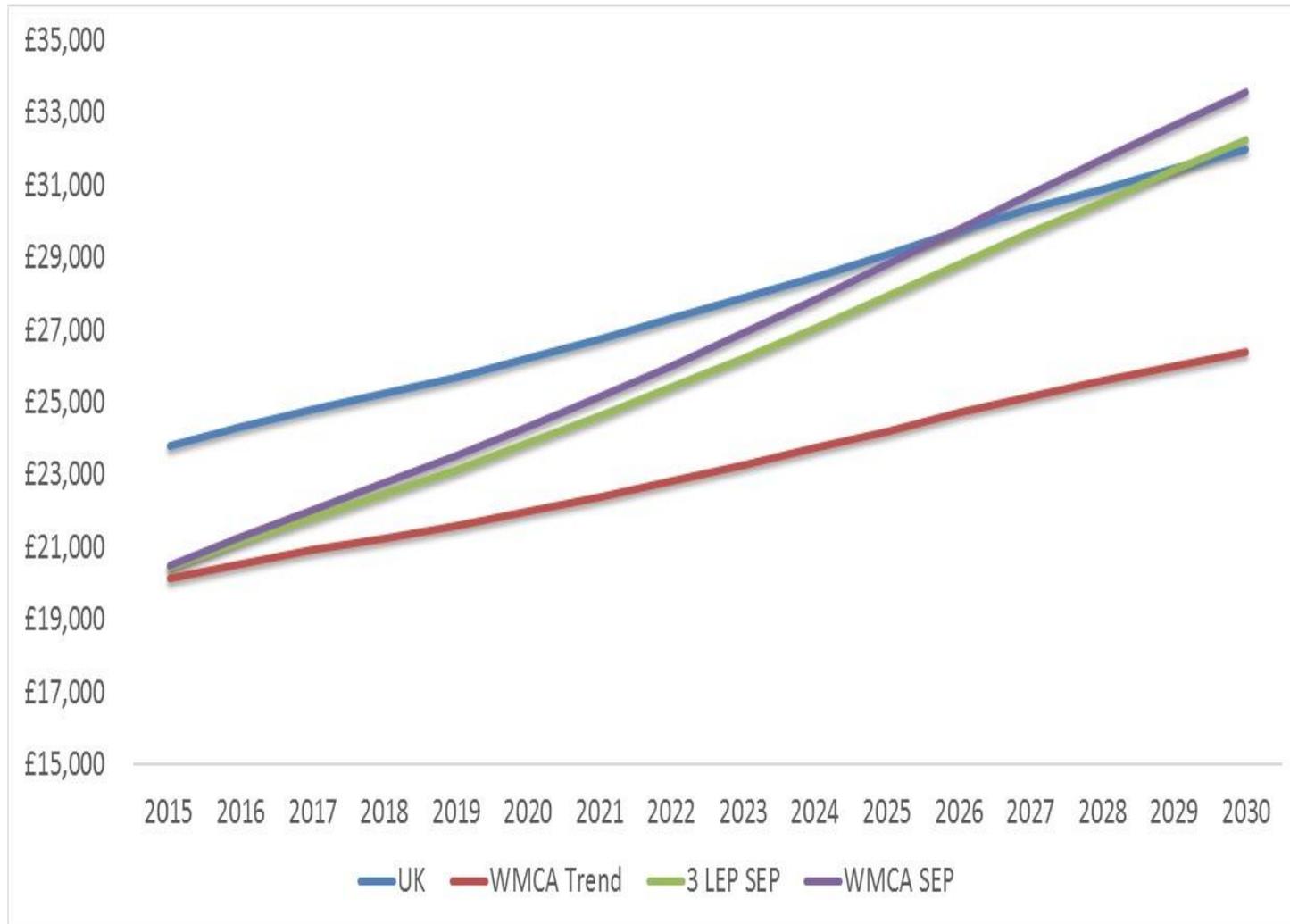
# GVA per head – UK & WMCA Trend

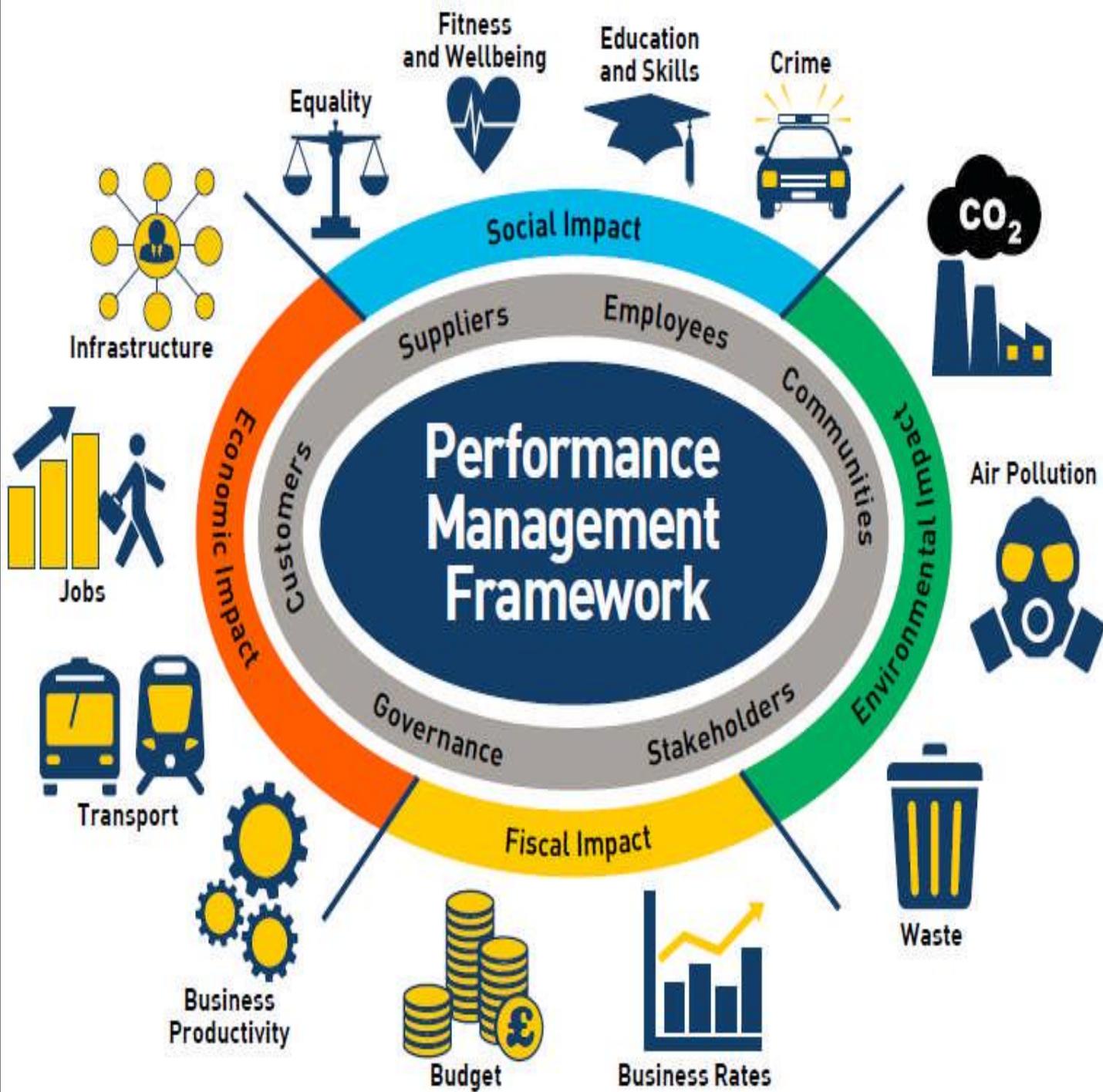


# GVA per head – WM 3 LEP SEP

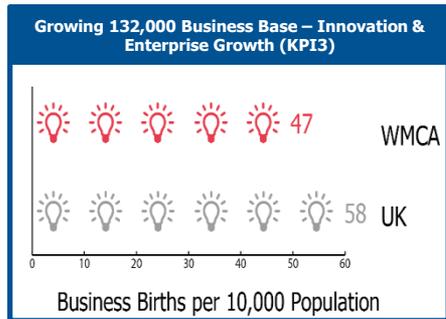
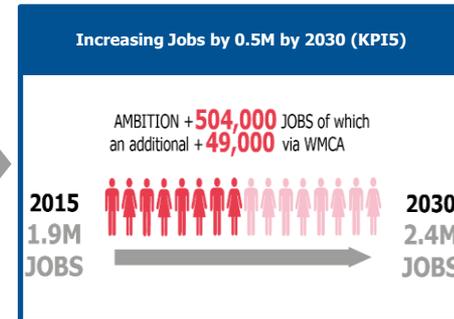
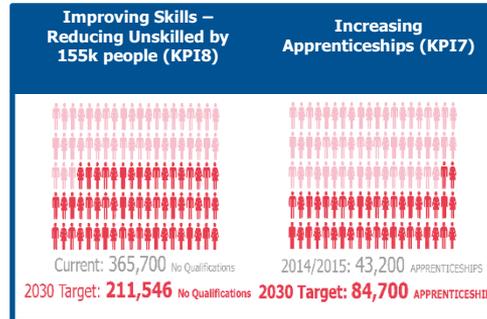
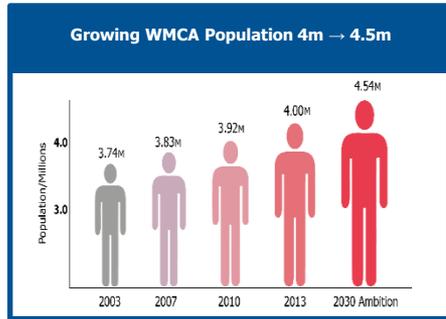


# GVA per head – WMCA SEP – Economy+





# WMCA Performance Management Framework

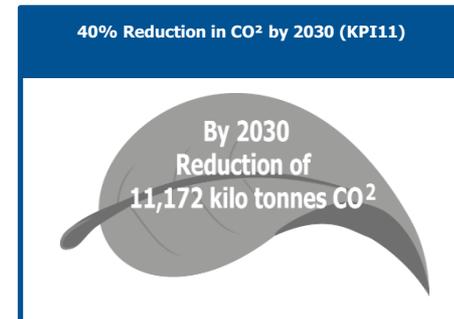
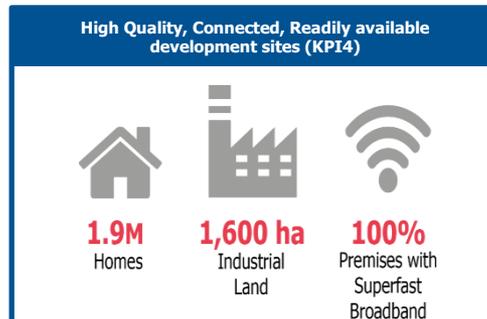
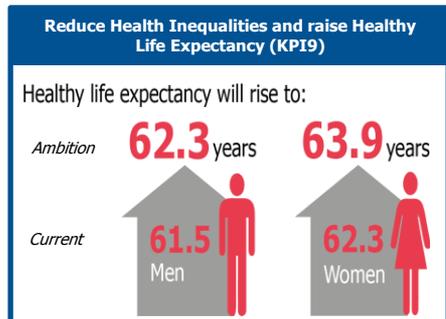
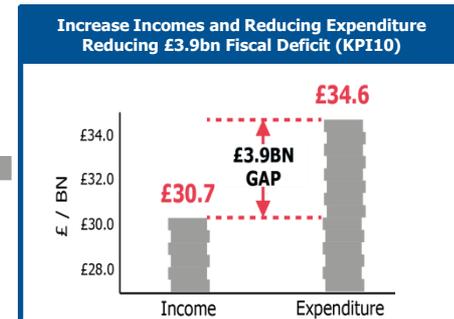


**Increasing GVA & Productivity - Improve GVA per head in line with National Average by 2026 (KPI1)**



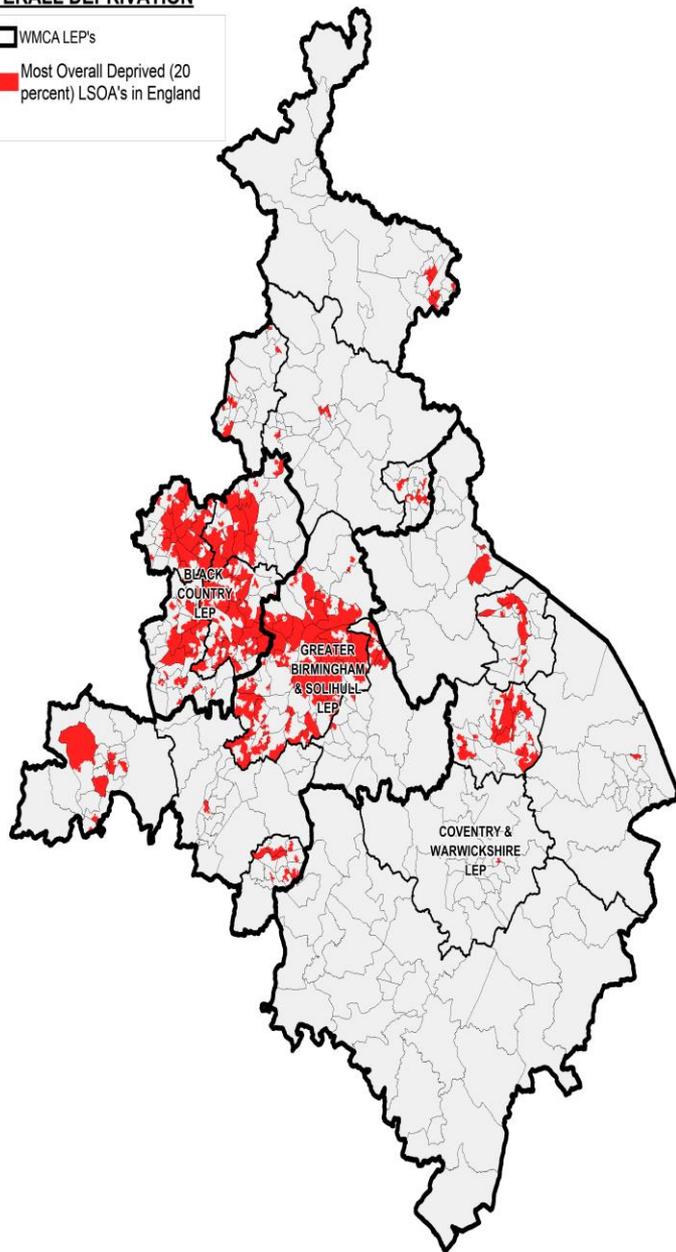
**Raising Productivity and Eradicating the £14bn Output Gap**

**Double total GVA by 2030 (KPI2)**



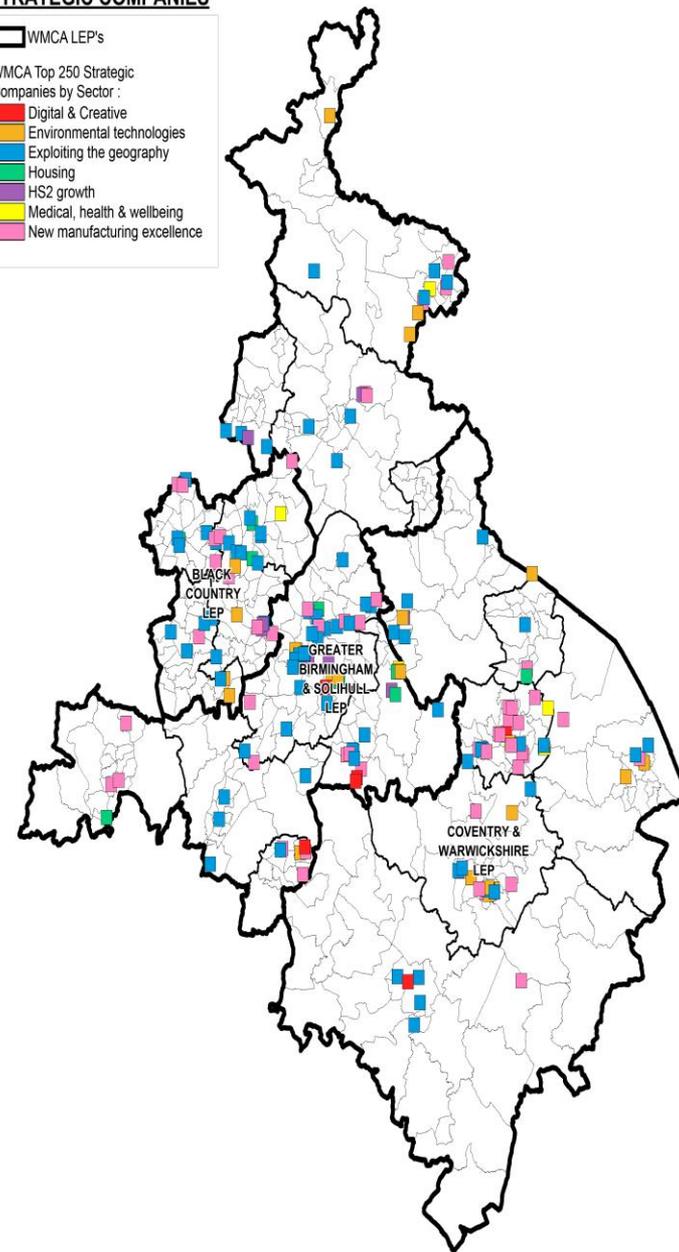
## OVERALL DEPRIVATION

- WMCA LEP's
- Most Overall Deprived (20 percent) LSOA's in England

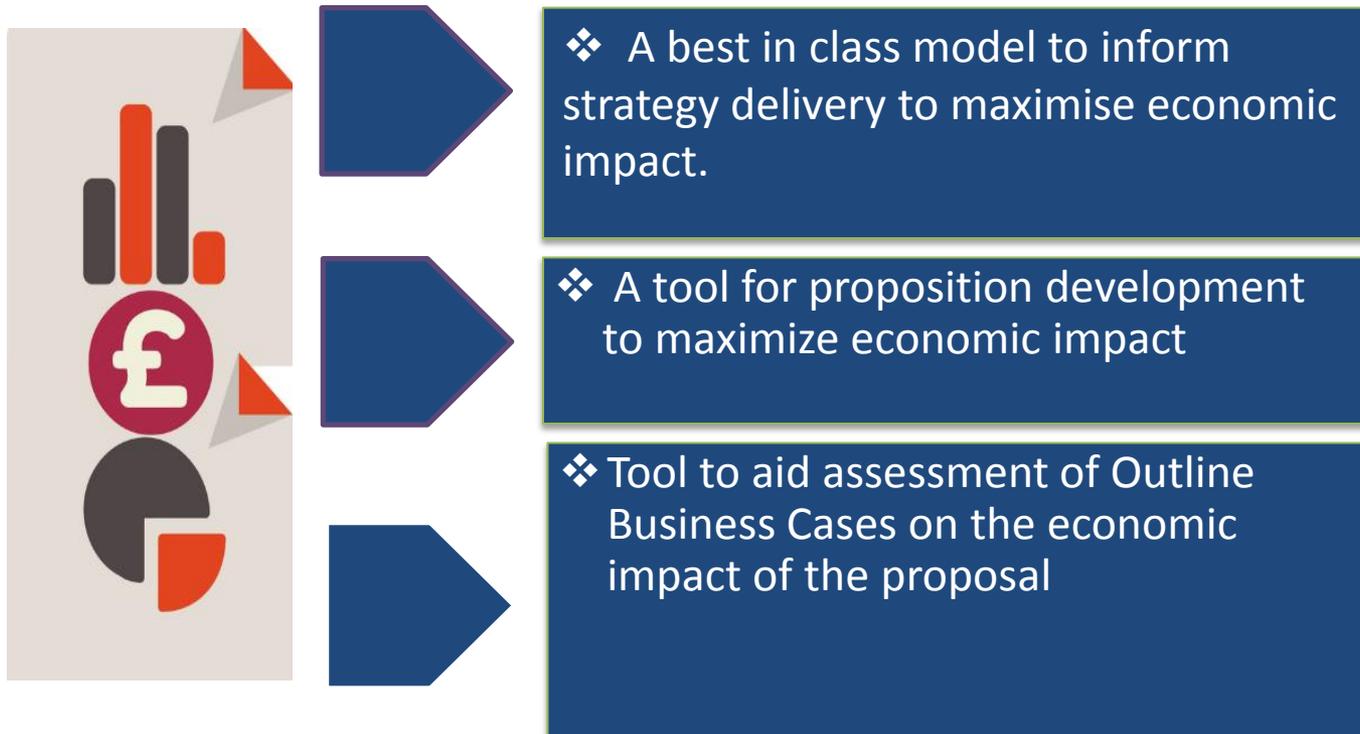


## STRATEGIC COMPANIES

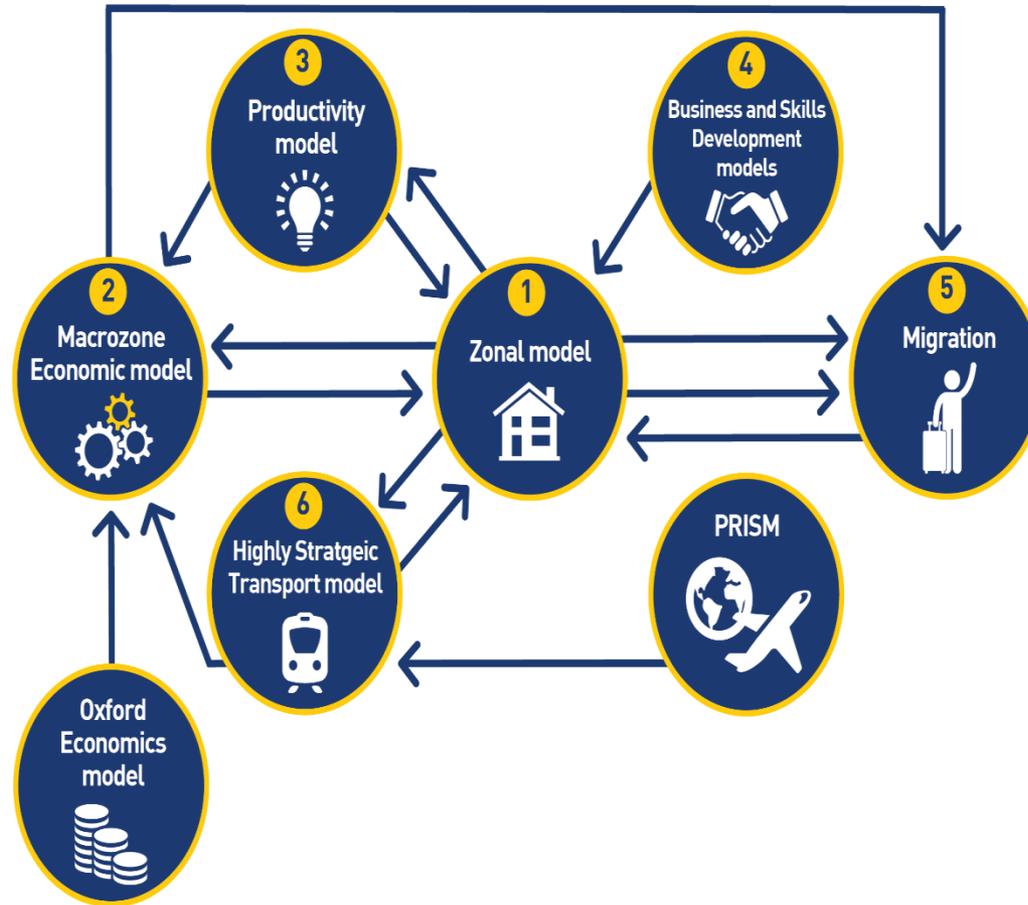
- WMCA LEP's
- WMCA Top 250 Strategic Companies by Sector :
- Digital & Creative
- Environmental technologies
- Exploiting the geography
- Housing
- HS2 growth
- Medical, health & wellbeing
- New manufacturing excellence



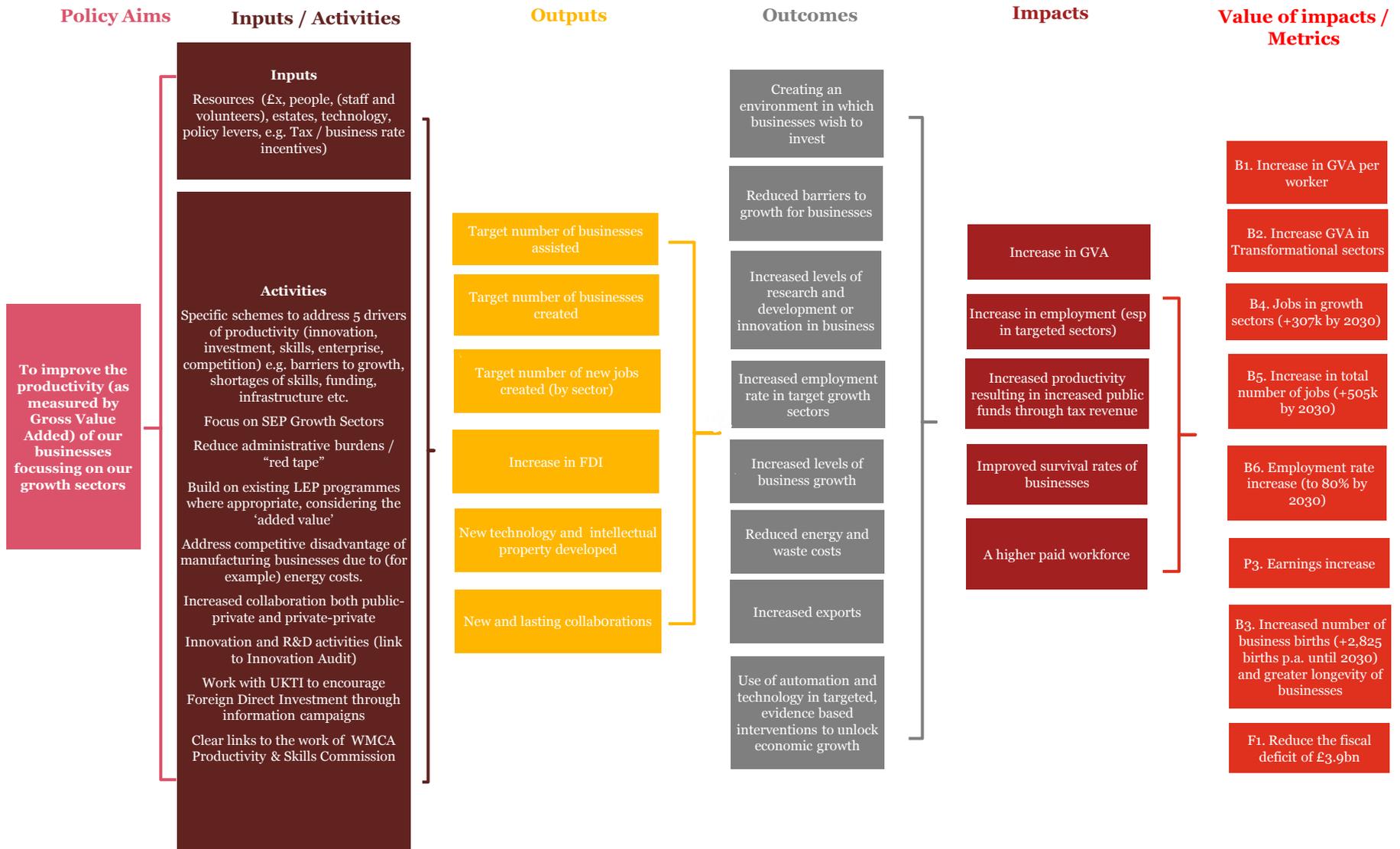
# A Dynamic Economic Impact Model



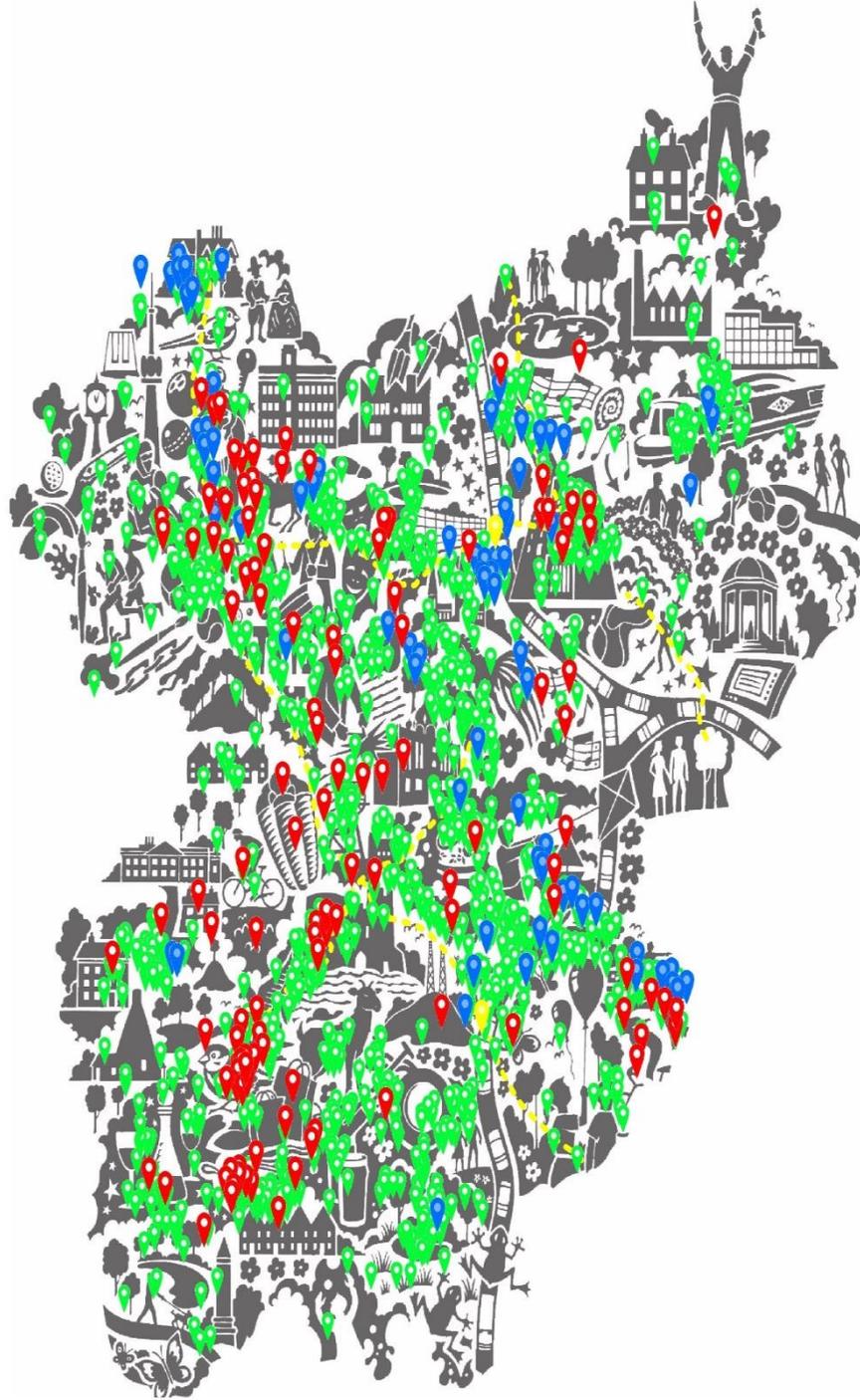
# WMCA DYNAMIC ECONOMIC IMPACT MODEL



# Business Competitiveness & Productivity (Economic Impact)



-  Strategic Companies
-  Housing Projects
-  Employment Land Sites
-  Transport Schemes





WEST MIDLANDS  
COMBINED AUTHORITY



ST

STRATEGIC ECONOMIC PLAN

INDUSTRY  
PRIORITY PLAN

STRATEGIC ECONOMIC PLAN

STRATEGIC ECONOMIC PLAN

Technical appendix  
SECTORS

Technical appendix  
PERFORMANCE  
MEASUREMENT

Technical appendix  
SKILLS

Technical appendix  
TOP STRATEGIC COMPANIES



WEST MIDLANDS  
COMBINED AUTHORITY

## Research demand in the region

**Martin Reeves**

**Tony Bray**

**Delma Dwight**

CITY  
REDI

Coffee

UNIVERSITY OF  
BIRMINGHAM

BIRMINGHAM  
BUSINESS  
SCHOOL

# Meet the Research Project

- *Urban Living Birmingham – John Bryson*
- *City-REDI – Rebecca Riley*
- *USE-IT! – Charlotte Hoole*
- *SKillUP – Mariachiara Barzotto*
- *Dynamic Economic Impact Model (DEIM) – Manjit Galsinh*
- *Using evaluation to support local authority decision-making – George Bramley*

CITY  
REDI

Lunch

UNIVERSITY OF  
BIRMINGHAM

BIRMINGHAM  
BUSINESS  
SCHOOL

# Meet the Research Project

- *Urban Living Birmingham – John Bryson*
- *City-REDI – Rebecca Riley*
- *USE-IT! – Charlotte Hoole*
- *LARIA West Midlands – Andy Baker & Andy Davis*
- *The 21st Public Servant – Catherine Mangan*

# Richard Kenny

## **Interim Director of Partnerships (Universities)**

West Midlands Combined Authority

Tel: 0121 414 9666

Mob: 07885 733 862

E-mail [R.Kenny@Bham.ac.uk](mailto:R.Kenny@Bham.ac.uk)

[@RichardKenny9](#)



**WEST MIDLANDS**  
COMBINED AUTHORITY

# How are the universities supporting decision-making across the West Midlands

- Short answer somewhere between not at all and at the margins – the existing model
- And look how well we have been doing over recent years
- A new model - combined authorities and combined universities
- Why now is a once in a life time opportunity
- Breaking through and embedding
- How far can we go – science v complexity, geeks and sense-makers
- A new democratic legitimacy, draw-down, scale and place.



# Laria

## LARIA – Promoting Collaboration

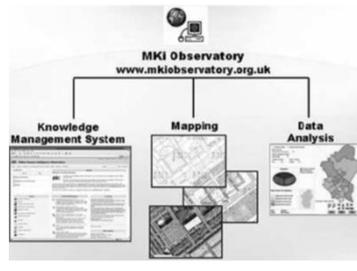
Andy Davis, LARIA Treasurer

24<sup>th</sup> January 2017

[www.laria.org.uk](http://www.laria.org.uk)    @laria



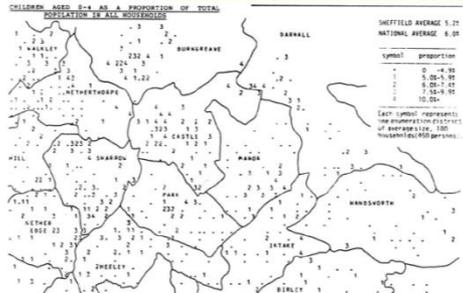
# Local Authorities Research and Intelligence Association



Research and Intelligence Unit  
Information System W4235LIN  
-- INFOS --  
Area Snapshot for the Borough Ward of Linthorpe

General:	Sex:	Unemployment:	17.3
Area (Hectares)	100 Males %	Overall rate %	21.1
Population	5,210 Females %	Male rate %	11.8
Households	1,980 Married %	Female rate %	432
Old living alone %	32.6 Births & Deaths	88 Employment	116
No car households %	43.4 Births per annum	116 Full-time %	43.7
Ethnic origin %	5.7 Fertility ratio	22 Part-time %	9.7
		95 SEG of Head of Household:	
		Managers & Prof %	22.1
		Other non-manual %	20.8
		2.4 Skilled %	40.9
		11.8 Semi-skilled %	9.7
		2.6 Unskilled %	6.5

TERMS and press ENTER.  
Ext 2383 for further information)



June 2003 Newsletter No. 1

# LariaNews

Research & Intelligence News

LOCAL AUTHORITIES RESEARCH & INTELLIGENCE ASSOCIATION  
www.laria.gov.uk

Research & Intelligence News

June 2003 Newsletter No. 1

Research & Intelligence News

June 2003 Newsletter No. 1

# Laria

LOCAL AUTHORITIES RESEARCH & INTELLIGENCE ASSOCIATION

supporting local researchers in the public sector



# BURISA

The British Urban & Regional Information Systems Association



# 40 Years of LARIA 1974-2014



## About LARIA

- Our work improves lives and local areas through the use of local research, intelligence and policy.
- We promote continuous improvements in the quality and impact of local research and intelligence.
- By promoting high standards and excellence in research, analysis and insight we ensure maximum impact in the delivery of high quality public service.

# Laria

We welcome local researchers from the following sectors to join as members:

- *Local government*
- *Government departments and other national representative bodies*
- *Education and universities*
- *Fire & rescue authorities and services*
- *Freelance researchers*
- *Health and NHS*
- *Housing*
- *Police & Crime Commissioners and police forces*
- *Private companies*
- *Voluntary and community sector organisations*
- *Any other bodies engaged in local research*

# Laria

We want to create a supportive network of researchers.....

**Corporate:** *For just £80 a year everyone in your organisation gets our full range of membership benefits*

- **Full:** *Joining LARIA as an individual Full member for just £10 a year - sign up to the LARIA Charter and have voting rights for the LARIA council*
- **Associate:** *We depend on the subscriptions that our Full and Corporate members pay but if you just wish to stay in touch and receive invites to some LARIA networking events and subscribe to our newsletter you can register for free as an Associate member.*

**Join now (you can do it online at [www.laria.org.uk](http://www.laria.org.uk))**



## Make your views heard: What are the challenges facing our profession?

LARIA 28 April, 2014 No Comments

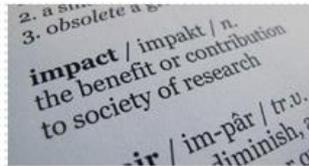
Please take part in the PMNet/LARIA survey into the challenges facing research and engagement professionals. This is your chance to tell us what you think the issues are. The findings help us develop the activities LARIA undertakes on behalf of ...

[Read More](#)



## LARIA Annual General Meeting (AGM) for 2014

LARIA 16 Apr, 2014



## LARIA Research Impact Awards 2014 Shortlist Announced

LARIA 7 Apr, 2014

Member area



Join now



Book your place at the LARIA Conference 13th-14th May 2014

## Knowledge Hub



### Latest Tweets

RT @JohnHitchin: At @laria event hearing about @TalkLondon and how it will be used for research purposes 21 hours ago

Free Event - Impact of ageing populations on rural service design & delivery - May 20th in London @TheSRAorg <http://t.co/ZMOxGZvX07>

Have you visited our website?

[www.laria.org.uk](http://www.laria.org.uk)

Knowledge Hub?

<https://khub.net/web/lariagroup>

# Laria

## **Skills;**

*Intelligence*

*Business planning*

*JSNA*

*Geodemographics*

*Financial modelling*

*Ethnography*

*Statistics*

*Engagement*

*Consultation*

*Performance*

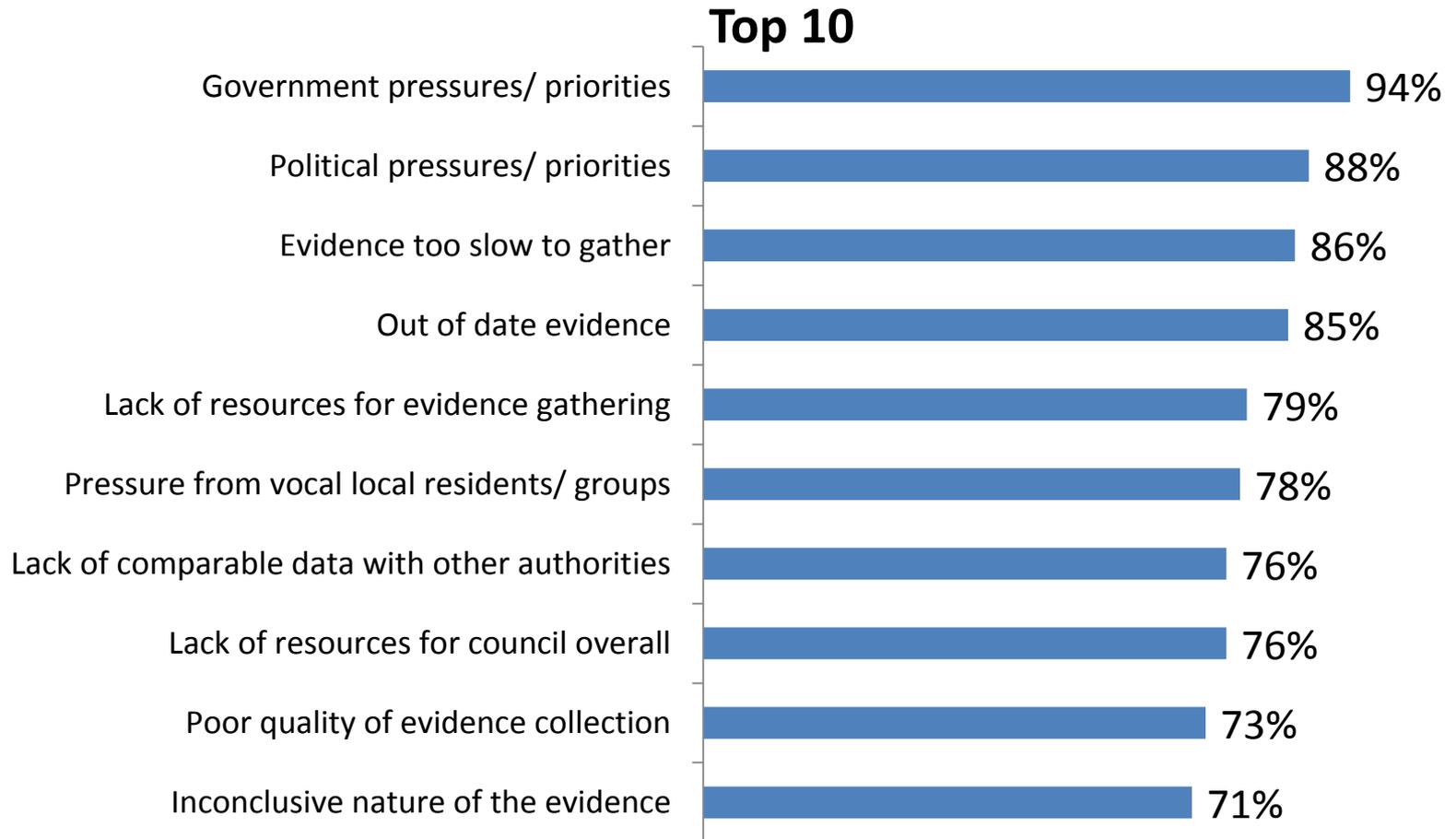
*Desk research*

*Market research*

*Predicting future  
demand*

*Stakeholder  
management*

## Barriers to evidence based decisions



**Question:** Which, if any, of the following are barriers to your local authority making robust evidence based decisions?

**Source:** 97 SOLACE members who responded to the survey online between September and October 2012



## Focus for research, intelligence & policy resources over next 12 months...

- Reducing costs in organisation
- Improving customer journey/delivering customer insight
- Service performance monitoring/managing
- Corporate and business/service level transformation
- Supporting integration of social care and health services

## Most useful issues for professional bodies working in local research, intelligence and policy to focus on

- Convincing senior decision makers of the value of the work being done
- Encouraging partnership/collaborative working between organisations
- Delivering better sharing of data within and between local organisations, where appropriate
- Getting the most out of new and emerging technology
- Improving professional development/skills

Skills/Professional development; What do you want to improve most over next 12 months?

- Predictive modelling
- Customer insight/big data analysis
- Networking with other professionals in sector
- Statistical analysis
- Understanding the impact of new govt. policies

# Laria

**We keep our fees low through the work of volunteers. Do you want to join us?**

*Could you help us organise more free local networking events in the West Midlands?*

*Could you write something for our website?*

*Could you join the LARIA Council and help set the agenda for the work we do?*

*Do you represent an organisation that could work more closely with LARIA?*

**Meet us at our stand to find out more, or get in touch**



## LARIA National Contacts:

**Neil Wholey, LARIA Chair**

[nwholey@westminster.gov.uk](mailto:nwholey@westminster.gov.uk)

020 7641 3317

Twitter: @neilwholey

**Andy Davis, LARIA Treasurer**

[andydavis96@gmail.com](mailto:andydavis96@gmail.com)

Twitter: @andy\_davis1

[www.laria.org.uk](http://www.laria.org.uk)

@laria

<https://khub.net/web/lariagroup>

Andy Baker

**Andy Baker**

Insight Manager (Intelligence)

[Andy.baker@coventry.gov.uk](mailto:Andy.baker@coventry.gov.uk);

024 7683 2175



# Local networks



Doing – Sharing - Developing

Common themes



Continual journey

**Trust – Mutuality - Complexity**



**WEST MIDLANDS**  
COMBINED AUTHORITY

**principles**



Public Health  
England

**Laria**

**Research  
governance**



**Knowledgehub**

# National links



**Digital**



**Laria**

# Actions

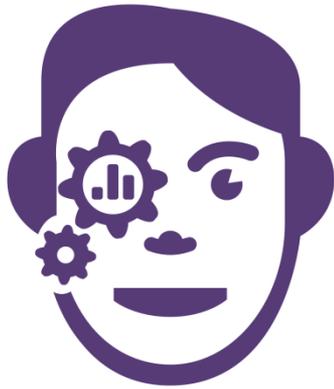
- Visit <http://laria.org.uk/> and see if your organisation is already a member
- Get West Midlands on the map – Enter LARIA Research Impact Awards
- Get in touch to help navigate the networks [andy.baker@coventry.gov.uk](mailto:andy.baker@coventry.gov.uk)

## Research Supply in the region

**Richard Kenny**

**Andy Davies**

**Andy Baker**



## Rebecca Riley

Business Development Director  
CityREDI University of Birmingham



**@CityREDI**

**@RileyResearch**

**#analystFEST**

# First steps to collaboration

## Why?



# Opportunities

- **Share, analyse and improve data**
- **Identify specialist academics to work with through the network**
- **Identify gaps and look for ways to fill them**
- **Collaborative funding bids to fulfil needs regionally**
- **Have a point of call for specific data themes**
- **Work with national partners to develop collaborations**

# First Steps to Collaboration



Education &  
Skills



Business



Productivity



Demography



Health &  
Social Care



Productivity



Transport



Housing



Sustainability

# Professor Simon Collinson

The Department of Strategy and International Business

Deputy Pro-Vice-Chancellor for Regional Economic Engagement

Director of the City-Region Economic Development Institute (City-REDI)

Professor of International Business and Innovation

Telephone: [0121 414 9672](tel:01214149672)

Email: [s.collinson@bham.ac.uk](mailto:s.collinson@bham.ac.uk)



[@profsicollinson](https://twitter.com/profsicollinson)

CITY  
REDI

UNIVERSITY OF  
BIRMINGHAM

BIRMINGHAM  
BUSINESS  
SCHOOL