



WMCA Board

Date: Friday 23 June 2017

Time: 11.00 am **Public meeting** Yes

Venue: Room 116, West Midlands Combined Authority, 16 Summer Lane, Birmingham, B19 3SD

Membership

Constituent Members

Andy Street (Chair)
Councillor Bob Sleigh (Vice-Chair)

Councillor Peter Bilson
Councillor John Clancy
Councillor Sean Coughlan
Councillor Ian Courts
Councillor George Duggins
Councillor Steve Eling
Councillor Patrick Harley
Councillor Lee Jeavons
Councillor Abdul Khan
Councillor Roger Lawrence
Councillor Pete Lowe
Councillor Paul Moore
Councillor Ian Ward

Appointing Authority

Mayor of the West Midlands Combined Authority
Solihull Metropolitan Borough Council

City of Wolverhampton Council
Birmingham City Council
Walsall Metropolitan Borough Council
Solihull Metropolitan Borough Council
Coventry City Council
Sandwell Metropolitan Borough Council
Dudley Metropolitan Borough Council
Walsall Metropolitan Borough Council
Coventry City Council
City of Wolverhampton Council
Dudley Metropolitan Borough Council
Sandwell Metropolitan Borough Council
Birmingham City Council

Non-Constituent Members

Councillor George Adamson
Jonathan Browning

Councillor Steven Claymore
Councillor Shaun Davies
Councillor Bill Hartnett
Councillor Dennis Harvey
Steve Hollis

Councillor David Humphreys
Councillor Peter Nutting
Councillor Chris Saint
Councillor Izzi Seccombe
Councillor Michael Stokes
Stewart Towe

Cannock Chase District Council
Coventry & Warwickshire Local Enterprise Partnership
Tamworth Borough Council
Telford & Wrekin Council
Redditch Borough Council
Nuneaton & Bedworth Borough Council
Greater Birmingham & Solihull Local Enterprise Partnership
North Warwickshire Borough Council
Shropshire Council
Stratford-on-Avon District Council
Warwickshire County Council
Rugby Borough Council
Black Country Local Enterprise Partnership

Observers Awaiting Membership

Councillor Tony Johnson
Graham Wynn

Herefordshire Council
The Marches Local Enterprise Partnership

Co-Opted Member

Lee Barron

Midlands Trades Union Congress

Observer Members

Councillor John Edwards
David Jamieson

West Midlands Fire & Rescue Authority
West Midlands Police & Crime Commissioner

Quorum for this meeting shall be at least one member from five separate Constituent councils

If you have any queries about this meeting, please contact:

Contact	Dan Essex, Governance Services Manager
Telephone	0121 214 7505
Email	dan.essex@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
Items of Public Business			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interest	Chair	None
3.	Minutes - 12 May 2017	Chair	1 - 10
4.	Chair's Remarks (if any)	Chair	None
Governance			
5.	Delivering Our Priorities: The Mayor and WMCA Structures	Chair	11 - 66
6.	Performance Reporting	Chair	67 - 74
7.	Appointment of WMCA Boards and Committees etc 2017 - 2018	Chair	75 - 86
8.	Appointment of WMCA Officers	Chair	87 - 90
9.	Devolution Update	Martin Reeves	Verbal Report
10.	Policy Research Plan 2017	Chair	91 - 114
11.	Minutes of the Overview & Scrutiny Committee - 21 March 2017	Councillor Peter Hughes	115 - 120
12.	Minutes of the Investment Board - 24 April 2017	Councillor Izzi Seccombe	121 - 124
13.	Minutes of the Audit, Risk & Assurance Committee - 28 April 2017	David Lane	125 - 134
14.	Minutes of the Transport Delivery Committee - 8 May and 12 June 2017	Councillor Richard Worrall	135 - 152
15.	Minutes of the Wellbeing Board - 19 May 2017	Councillor Ken Meeson	153 - 160
16.	Forward Plan	Chair	161 - 164
Economic Growth			
17.	Response to Government Consultation on Channel 4	Councillor John Clancy	To Follow

18.	West Midlands HS2 Growth Board Future Governance and Programme Support	Councillor John Clancy	165 - 170
Housing & Land			
19.	Land Commission Update - Progress Report	Councillor Sean Coughlin	171 - 174
Transport			
20.	Canal & River Trust - Agreement of a Memorandum of Understanding	Councillor Roger Lawrence	175 - 182
21.	Swift Vending Machines Wider Roll Out	Councillor Roger Lawrence	183 - 188
22.	Swift on Rail at Non-Constituent Member Stations	Councillor Roger Lawrence	189 - 192
Date of Next Meeting			
23.	Friday 21 July 2017 at 11.00am at Birmingham City Council, Victoria Square, Birmingham, B1 1BB (TBC)		None
Items of Private Business			
24.	Exclusion of the Public and Press To resolved that, in accordance with s100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information.		None
25.	Commonwealth Games 2022 Bid	Councillor Ian Ward	To Follow
26.	Staffing Matters	Chair	193 - 194



WEST MIDLANDS COMBINED AUTHORITY

Board Meeting

Friday 12 May 2017 at 11.00am

Minutes

Mayor of the West Midlands Combined Authority Area

Andy Street (Chair)

Constituent Members

Birmingham City Council	Councillor John Clancy
Birmingham City Council	Councillor Ian Ward
City of Wolverhampton Council	Councillor Andrew Johnson
Coventry City Council	Councillor George Duggins
Dudley Metropolitan Borough Council	Councillor David Sparks
Sandwell Metropolitan Borough Council	Councillor Steve Trow
Solihull Metropolitan Borough Council	Councillor Bob Sleight
Solihull Metropolitan Borough Council	Councillor Ian Courts
Walsall Metropolitan Borough Council	Councillor Sean Coughlan

Non-Constituent Members

Black Country LEP	Ninder Johal
Cannock Chase District Council	Councillor George Adamson
Coventry & Warwickshire LEP	Jonathan Browning
Greater Birmingham & Solihull LEP	Chris Loughran
Nuneaton & Bedworth Borough Council	Councillor Dennis Harvey
North Warwickshire Borough Council	Councillor David Humphreys
Redditch Borough Council	Councillor Bill Hartnett
Shropshire Council	Councillor Malcolm Pate
Stratford-on-Avon District Council	Councillor Chris Saint
Tamworth Borough Council	Councillor Steven Claymore
Warwickshire County Council	Councillor Izzi Seccombe

Co-Opted Member

Midlands Trades Union Congress	Lee Barron
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Observer Members

Police & Crime Commissioner	David Jamieson
West Midlands Fire & Rescue Authority	Councillor John Edwards

In Attendance

Greg Bickerdike	City of Wolverhampton Council
Matt Bowers	Tamworth Borough Council
Jan Britton	Sandwell Metropolitan Borough Council
Andrew Browning	West Midlands Combined Authority
Andrew Campbell	Local Government Association

Mat Danks
 Paula Deas
 Kevin Dicks
 Rachel Egan
 Monica Fogarty
 Alan Franks
 Gill Hamer
 Jerry Hutchinson
 Keith Ireland
 Jonathan Jardine
 Jan Jennings
 Jaswinder Kaur
 Andrew Kinsey
 David Lane
 Phil Loach
 Stella Manzie
 Tim Martin
 Karen McCarthy
 Tony McGovern
 Sarah Middleton
 Simon Neilson
 Sarah Norman
 Nick Page
 Richard Partington
 Martin Reeves
 Paul Sheehan
 Laura Shoaf
 Louise Sketchley
 Tony Smith
 Councillor Claire Spencer
 Sarah Sprung
 Mark Taylor
 David Thompson
 Katie Trout
 Chris Tunstall
 Ben Twomey
 Dave Webb
 Councillor Richard Worrall
 Clive Wright

West Midlands Combined Authority
 Coventry & Warwickshire LEP
 Redditch Borough Council
 West Midlands Combined Authority
 Warwickshire County Council
 Nuneaton & Bedworth Borough Council
 The Marches LEP
 North Warwickshire Borough Council
 WMCA / City of Wolverhampton Council
 Office of the Police & Crime Commissioner
 West Midlands Combined Authority
 City of Wolverhampton Council
 Solihull Metropolitan Borough Council
 WMCA Audit, Risk & Assurance Cttee
 West Midlands Fire & Rescue Service
 Birmingham City Council
 West Midlands Combined Authority
 West Midlands Civil Society Forum
 Cannock Chase District Council
 Black Country Consortium
 Walsall Metropolitan Borough Council
 Dudley Metropolitan Borough Council
 Solihull Metropolitan Borough Council
 Telford & Wrekin Council
 WMCA / Coventry City Council
 Walsall Metropolitan Borough Council
 Transport for West Midlands
 City of Wolverhampton Council
 Birmingham City Council
 Birmingham City Council
 West Midlands Combined Authority
 West Midlands Combined Authority
 West Midlands Police
 Greater Birmingham & Solihull LEP
 City of Wolverhampton Council
 Office of the Police & Crime Commissioner
 Stratford-on-Avon District Council
 WMCA Transport Delivery Committee
 Shropshire Council

Item Title
No.

1.1 Apologies

Apologies for absence were received from Councillor Shaun Davies, Councillor Steve Eling, Steve Hollis, Councillor Lee Jeavons, Councillor Abdul Khan, Councillor Roger Lawrence, Councillor Pete Lowe, Councillor Michael Stokes, Stewart Towe and Graham Wynn.

1.3 Minutes

The minutes of the meeting held on 21 April 2017 were agreed as a correct record.

1.4 Outgoing Chair's Remarks

Councillor Bob Sleigh expressed his thanks to the members of the WMCA Board for the support they had offered him during his time as chair. He considered the collaboration shown by local authorities, business representatives, the universities sector, police and fire representatives and others to have been the foundation upon which the Authority had built its successes, and urged this to continue in the coming years ahead. He also expressed his appreciation to the late Councillor Darren Cooper for the considerable role he played in establishing the combined authority.

Councillor Bob Sleigh reminded all concerned of the key role the Authority would have to play delivering better training, more jobs, increased housing and improved transport for the region.

Councillor Sean Coughlan on behalf on constituent councils, Councillor George Adamson on behalf of non-constituent councils and Jonathan Browning on behalf of LEPs expressed their thanks to Councillor Bob Sleigh for his stewardship of the combined authority during his year as its chair.

2.1 Appointment of Mayor as Chair of the West Midlands Combined Authority

Keith Ireland reported that, at the Mayoral election held on 4 May 2017, Andy Street received 238,628 first and second preference votes and Sion Simon received 234,862 first and second preference votes. Andy Street was therefore elected Mayor of the West Midlands Combined Authority area for the period up to May 2020.

2.2 Mayor's Remarks

Andy Street thanked Councillor Bob Sleigh for chairing the combined authority during the last year, thanked all members of the WMCA Board for the warm welcome he had received following his election, and expressed his intention to be a Mayor for the whole of the West Midlands and all of its communities.

He had spoken with the Leaders of the Constituent councils, met with the Chief Executive as part of his planning for the year ahead, and confirmed that his main office would be located at the WMCA offices in Summer Lane, Birmingham, with further satellite offices within Coventry and Wolverhampton. He also confirmed that Councillor Bob Sleigh had accepted his invitation to become Deputy Mayor.

David Jamieson congratulated the Mayor on his election and undertook to work closely with him on areas of joint interest, particularly in respect of crime, resilience and mental health matters. Councillor John Edwards indicated that he looked forward to meeting with the Mayor to discuss matters relating to the governance and oversight of the fire service.

2.3 Forward Plan

The plan of items to be reported to future meetings of the WMCA Board was noted.

3.1 Investment Board - 27 February 2017

The Board received the minutes of the Investment Board held on 27 February.

Resolved:

The minutes of the meeting held on 27 February 2017 be noted.

3.2 Transport Delivery Committee - 3 April 2017

The Board received the minutes of the Transport Delivery Committee held on 3 April.

Resolved:

The minutes of the meeting held on 3 April 2017 be noted.

4.1 Consultation Response: 'Increasing the Regional Impact of Channel 4 Corporation'

Councillor John Clancy presented a report on the consultation document that the Government had recently launched on the future of Channel 4, seeking agreement on the WMCA developing a response and the commissioning of the West Midlands Growth Company to lead on this work.

On 12 April, the Government launched a consultation that sought views on whether Channel 4 should be based outside London, whether more of the programmes it broadcast should be made outside London, and whether Channel 4 should make a larger investment in production companies to support the development of emerging talent, including that from the regions. Responses to the consultation were required by 5 July.

Given the likely strong competition across the country, it was clear that the West Midlands would need to produce a compelling proposition if Channel 4 was to relocate here. It was therefore considered that the West Midlands Growth Company would be best placed to lead this work on behalf of the WMCA, reporting into a 'commissioning group' with representation across the three LEP geography who would collectively develop the proposal.

Councillor John Clancy noted that Birmingham had the youngest age demographic of any city within Europe and had the vibrancy to make it attractive to media companies. There was cross-party support within Birmingham City Council for this to be a regional bid that played to the strengths of the wider region. Councillor Izzi Seccombe supported the principle of a regional bid, and Lee Barron indicated that the Midlands Trades Union Congress was prepared to offer its influence to support a bid to relocate Channel 4 to the West Midlands.

Resolved:

(1) The publication of the Government's consultation 'Increasing the Regional Impact of Channel 4 Corporation' be welcomed.

(2) It be agreed that the WMCA should submit a regional response to the consultation on behalf of the West Midlands, and commission the West Midlands Growth Company to lead on the preparation of the response.

(3) The funding of a feasibility study by a number of partners, including the Black Country LEP, Greater Birmingham & Solihull LEP, Coventry City Council and Coventry & Warwickshire LEP (subject to their boards' approval) be welcomed.

(4) The next steps were noted, and it was agreed that a further report would be submitted to the WMCA Board on 23 June, where delegated authority for the sign-off of the final submission would be sought.

[Chris Loughran declared an interest in this item in respect of his employment with Deloitte.]

5.1 Financial Monitoring 2016/17

Councillor Izzi Secombe presented a report on the WMCA finances as at the end of March 2017.

The full year WMCA operational budget showed minor adverse variance from forecast of £18,000, and the final outturn against the transport budget was only £74,000 higher than forecast due to variances within the concessionary travel budget. Transport major schemes ended the year 18% behind budget due to delays to works on the Centenary Square, Edgbaston and Wolverhampton metro extensions relating to utility/ground works and land acquisitions.

There was also an opportunity to pay the pension fund employer's superannuation contribution three years in advance based on assumed payroll level, which would result in an estimated total saving of £412,000. This discount was considered to be higher than the cost of the return of any investments and was therefore advantageous to the authority.

Resolved:

(1) The three year advance payment of the pension fund employer's superannuation contribution, given the discount available from the pension fund, be approved.

(2) The final outturn position for 2016/17 be noted.

5.2 Joint Response - Government Consultation Business Rates Retention

Councillor Izzi Secombe presented a report on the proposed joint response of the Authority and the seven Metropolitan district councils to the Government's consultation on the design of the reformed business rates retention system.

The Government issued a consultation paper on the design of a reformed business rates retention system in February and was working with the Local Government Association and other representatives on the design of the scheme. Further consultation papers were expected as the proposals were refined. However, the General Election on 8 June now meant that the Local Government Finance Bill would not complete its parliamentary progress. It would be for the next Government to determine its legislative priorities, and this might produce a delay in the previously expected timetables for taking the proposals forward.

Councillor Izzi Seccombe considered the retention of business rates to be an important step in providing financial stability to local authorities. She noted that, as currently worded within the consultation, non-constituent councils were not permitted to take part in the pilot as it was limited to constituent members of combined authorities as well as authorities not currently subject of a devolution deal or participation in a combined authority. She considered this unsatisfactory and wished to see all councils able to participate in a business rates retention trial.

Resolved:

(1) The proposed joint response of the West Midlands Combined Authority and seven metropolitan district councils to the Government consultation on 100% business rates retention be endorsed.

(2) The West Midlands Combined Authority support its non-constituent member authorities who might wish to participate in the business rates retention pilot but who were currently excluded from participation due to the Government's announcement that applications were limited to the constituent members of combined authorities as well as authorities not currently subject of a devolution deal or participation in a combined authority.

5.3 Collective Investment Fund Update

Councillor Izzi Seccombe presented a report seeking to reduce the Collective Investment Fund from £70m to £60m until such time as the combined authority had the power to borrow. The report also provided an update on the progress Finance Birmingham had made in developing the pipeline of potential projects, along with the investments that were already being part funded by the Collective Investment Fund.

On 10 June, the WMCA Board approved the establishment of a £70m Collective Investment Fund, for which Birmingham City Council would undertake the borrowing until such time as the combined authority had the power to borrow for non-transport related investment. Each of the other six metropolitan authorities would then enter into a legal agreement with Birmingham City Council in order to share the risks associated with the fund. However, Sandwell Metropolitan Borough Council had now indicated that it did not wish to enter into this legal agreement, and it was therefore proposed to reduce the Collective Investment Fund to £60m and for it not to support projects within the Sandwell geographical area until such time as the combined authority received the power to borrow.

Resolved:

(1) Until such time as the WMCA had the power to borrow, the Collective Investment Fund be reduced from the £70m originally approved to £60m and be no longer be available to support projects within the geographical area of Sandwell Metropolitan Borough Council.

(2) At the time the WMCA had the power to borrow, the Collective Investment Fund revert back to the £70m originally approved and once again be available to support projects within the geographical area of Sandwell Metropolitan Borough Council.

(3) It be noted that all metropolitan district councils, with the exception of Sandwell, had formally agreed to enter into a legal agreement with Birmingham City Council to share the risks associated with the Collective Investment Fund, and therefore any losses in equal proportion.

(4) It be noted that individual metropolitan districts councils might now need to seek approval to underwrite one-sixth of the revised Collective Investment Fund of £60m.

(5) The progress that Finance Birmingham had made developing the pipeline of potential projects, along with the investments that were already being part funded by the Collective Investment Fund, be noted.

5.4 Treasury Management Outturn 2016/17

Councillor Izzi Seccombe presented a report that provided an update on the West Midlands Combined Authority's Treasury Management Outturn 2016/17 that was being considered as a requirement under the CIPFA Treasury Management Code.

The Chartered Institute of Public Finance & Accountancy's Treasury Management Code required authorities to report on the performance of the treasury management function twice a year. The treasury management mid-year report had been agreed by the WMCA Board at its meeting in December 2016. This report covered the treasury activity and associated monitoring and control of risk relating to the sums of money that the combined authority had invested.

Councillor Izzi Seccombe noted the impact that political events had had on the financial markets during the last year, but was pleased that all indices were within prudential indicator parameters.

Resolved:

(1) The results of the Treasury Management Outturn as at 31 March 2017 be noted.

(2) The internal investment return for 2016/17 of 0.56% be noted.

(3) It be noted that the WMCA's borrowing was within the prudential indicators established at the beginning of the year.

6.1 Productivity and Skills Portfolio Update

Councillor George Duggins presented a report on the implementation of the employment and skills aspects of the devolution agreement and Productivity & Skills Commission to support future decision making items.

The devolution agreement included three key aspects in relation to employment and skills: devolution of the Adult Education budget from 2018; co-design of the Department for Work & Pensions Work & Health programme to be launched in autumn 2017; and putting together a business case for an innovative employment support pilot for the hardest to help. The Productivity & Skills Commission had been established to establish the true extent of the productivity and skills challenge in the West Midlands, to understand the component causes of that challenge and their inter-relationship, and to make recommendations as to how these causes could be addressed. The report provided further details on the progress being made within these work areas.

Lee Barron indicated that the Midlands Trades Union Congress was very supportive of this area of work, highlighting the civic benefits that were achieved through raising productivity and improving skills levels. In stressing the importance of this area of work, David Jamieson noted data that indicated 50% of people entering prison were not in employment, education or training. He was also pleased to report that since April, West Midlands Police had become a Living Wage employer whereby no employee was paid less than the Living Wage.

Councillor Ian Courts noted the key role that transport played in supporting access to centres of education and that the combined authority was well placed to provide a joined-up approach in this regard.

Resolved:

The progress and future direction of travel for the implementation of the employment and skills aspects of the devolution agreement and the Productivity & Skills Commission be noted.

7.1 National Productivity Investment Fund

Councillor Andrew Johnson presented a report on progress made regarding the National Productivity Investment Fund and seeking approval for the 2017/18 West Midlands provisional programme and the establishment of governance to manage the £5.788m allocated to the combined authority by the Government.

The combined authority issued a call to all constituent authorities and Transport for West Midlands in February for proposals to develop economic and job creation opportunities, to improve access to employment and housing, and to reduce congestion at key locations. Seventeen submissions were received, totalling £12.9m, and these were assessed against a criteria to produce a National Productivity Investment Fund programme for 2017/18.

This programme would focus primarily on the upgrade of traffic signal technology, bus lane enforcement and the repair of a bridge in Solihull that would help enable the efficient operation of the network during HS2 construction.

Councillor Andrew Johnson noted that the over-programming of the fund would help offset any expenditure slippage that might otherwise occur. The allocation of funding was to be further supplemented by additional local contributions totalling £4m.

Resolved:

- (1) The 2017/18 investment programme for the National Productivity Investment Fund be agreed.
- (2) The appointment of a Senior Responsible Officer, who would be accountable for the successful delivery of the National Productivity Investment Fund and chair the steering group, be agreed.
- (3) The approach for future National Productivity Investment Fund bids be agreed.
- (4) The approach to over-programme by between 5% - 10% be agreed.

8.1 Commonwealth Games Bid 2022

Martin Reeves provided a briefing on the current situation regarding the awarding of a host city for the Commonwealth Games in 2022 following the withdrawal of the original host Durban, South Africa earlier in the year. Birmingham had subsequently expressed an interest in bidding for these games, rather than its original intention of submitting a bid to host the 2026 Commonwealth Games.

Councillor Ian Ward stressed the value of a West Midlands regional bid, noting that it was expected that sporting venues would likely be located across the region. There was also strong evidence of a wider economic benefit to the region, as experienced across Scotland when Glasgow hosted the Commonwealth Games in 2014. Councillor Ian Courts noted the significant economic impact of the proposition, and requested that it be a matter regularly considered by the SEP Board. Martin Reeves confirmed that this would be the case. David Jamieson stressed the importance of securing the legacy benefits of hosting a major sporting event, and Councillor Ian Ward indicated that this would be a strong focus of any proposed bid.

Councillor John Clancy welcomed the significant support being expressed by members and noted that the wider economic benefits that could be attained by hosting the Commonwealth Games were a key area of interest for the combined authority.

Resolved:

That the briefing be noted.

9.1 Date of Next Meeting
Friday 23 June 2017 at 11.00am

10.1 Exclusion of the Public and Press

Resolved:

That, in accordance with s100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it was likely to involve the disclosure of exempt information of the descriptions specified in paragraph 3 of the Act.

10.2 Commonwealth Games Bid 2022

Councillor Ian Ward presented a report providing further information on the process by which bids could be submitted to host the Commonwealth Games in 2022. He indicated that an initial 'intention to bid' had to be submitted to the Department for Culture, Media & Sport by the end of the day. The bids that were considered viable would then be requested to submit a further more detailed bid, from which the UK's official bid city would be chosen.

Resolved:

(1) The 'intention to bid' being sent to Government by the Commonwealth Games Bid Company be endorsed.

(2) The WMCA continue to support the Bid Company and Bid Steering Group through the Chief Executive as a trustee of the company.

(3) A detailed report would be presented to the WMCA Board on 23 June outlining the bidding process, business case (and benefits) and anticipated costs, including any request for matched financial and in-kind contribution.

(4) It was noted that, as the bidding process would be competitive, it would be imperative that any detailed financial analysis was exempted at this stage from public disclosure and governed, as necessary, through a private item.

CHAIR



WEST MIDLANDS
COMBINED AUTHORITY

Board Meeting

Date	23 June 2017
Report title	Delivering Our Priorities: The Mayor and WMCA Structures
Portfolio Lead	Andy Street - Mayor of the West Midlands
Accountable Chief Executive	Martin Reeves – Chief Executive of the WMCA Email: martin.reeves@coventry.gov.uk
Accountable Employee	Andrew Browning – Chief of Staff to the Mayor Email: andrew.browning@wmca.org.uk
Report to be/has been considered by	WMCA Board

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Endorse the proposed development of WMCA structures in order to deliver the priorities of the Mayoral West Midlands Combined Authority.

1.0 Purpose

- 1.1 To share the Mayor's proposed approach to the WMCA structures to deliver the priorities of the Mayoral West Midlands Combined Authority.

2.0 Background

- 2.1 The West Midlands Combined Authority has seen considerable success following the Devolution Deal with Government signed in November 2015 and the formal establishment of the Combined Authority in June 2016.
- 2.2 However, delivery has often relied on the goodwill of members of the West Midlands Combined Authority and other regional stakeholders, often involving the informal borrowing or sharing of resources (the 'beg, buy, borrow' approach).
- 2.3 The election of the first elected Mayor of the West Midlands on May 4th 2017 opened a new chapter in the development of the WMCA, providing new opportunities to improve the lives of citizens in the region.

The Mayor brings new opportunities:

- A directly elected political leader with a democratic mandate to deliver WMCA priorities.
- A single voice for the region to represent the West Midlands in London and around the world.
- An ambitious mayoral policy agenda, as set out in Andy Street's Renewal Plan for the West Midlands (Appendix 1).

- 2.4 The Mayor seeks to make sure that the WMCA's policy priorities and the Mayor's policy priorities are completely aligned, to ensure the effective delivery of these shared objectives.
- 2.5 These developments warrant a review of the structures in the WMCA to ensure continued success in delivering the WMCA's aims.

3.0 WMCA Portfolios

- 3.1 The Portfolio Leads for the WMCA are held by the seven leaders of the Constituent Councils and one Non-Constituent Council, and the Mayor will work closely with them to deliver the priorities of the WMCA.
- 3.2 The Portfolio Leads have agreed to some minor changes to their policy portfolios to reflect the changes to the WMCA Board and the policy priorities of the Mayor of the West Midlands.

The portfolio responsibilities for each Lead member are shown below, with changes shown with asterisks (*):

Portfolio	Lead Member
Wellbeing Board* and HS2	Councillor Bob Sleigh
Transport	Councillor Roger Lawrence
Skills and Productivity	Councillor George Duggins
Economic Growth	Councillor John Clancy
Environment*	Councillor Pat Harley
Cohesion & Integration* and Public Service Reform	Councillor Steve Eling
Housing & Land	Councillor Sean Coughlan
Finance & Investments	Councillor Izzi Seccombe

3.3 Councillor Bob Sleigh was appointed Deputy Mayor of the West Midlands Combined Authority at the last meeting of the WMCA Board.

3.4 The Mayor will meet with the Portfolio Lead Members to agree the detailed roles, responsibilities and the operating model for the Group.

4.0 Local Enterprise Partnerships (LEPs) and Business Engagement

4.1 **Continued role of the LEPs:** LEPs have played a crucial part in driving the WMCA's achievements up to this stage, and they remain the constitutional mechanism by which the private sector is included in the Combined Authority.

4.2 The continued role of the LEPs in the WMCA Board as non-constituent members is strongly supported by the Mayor, and there is no case for reforming the number of the LEPs.

4.3 The economic logic of the core three LEP geography as in the original Devolution Deal with the Government still holds true today. The Mayor seeks to encourage the focus on the Black Country, Greater Birmingham and Solihull, and Coventry and Warwickshire sub-regional economies, whilst encouraging joint working where appropriate.

4.4 The Mayor also reaffirms the critical role of the Strategic Economic Plan (SEP) Board, and the leadership role played by the LEPs, working in tandem with council leaders (both constituent and non-constituent members), in particular with Councillor John Clancy and Councillor George Duggins as the Portfolio Leads.

4.5 **Proposed Business Advisory Group:** The Mayoral Combined Authority now has the opportunity to engage with business more broadly, and in particular, with the array of representative organisations in the region.

- 4.6 Therefore the Mayor proposes to establish a Business Advisory Group for the three-LEP geography. The purpose of the Business Advisory Group is to:
- Advise the Mayor on the concerns of businesses across the West Midlands
 - Identify ways that West Midlands businesses can support the Mayoral WMCA's agenda
 - Draw in the resources and expertise of West Midlands business representative organisations
- 4.7 The Business Advisory Group will be chaired by an independent business leader, appointed by the Mayor of the WMCA.
- 4.8 The Business Advisory Group will be comprised of the Chair, a representative of each organisation, and will typically meet quarterly with the Mayor and the LEP chairs.
- 4.9 Organisations will be invited by the Chair to become members of the group, including the Chambers of Commerce, Confederation of British Industry, the Institute of Directors, the Federation of Small Businesses and other similar organisations.
- 4.10 The Business Advisory Group will not be a constitutional body of the WMCA, but will be convened by the Mayor in an advisory capacity. It will however be expected to lead pieces of work, either for the Mayor directly or via the SEP Board.
- 4.11 This approach to the LEPs and the Business Advisory Group has been discussed and agreed with the LEP chairs.

5.0 WMCA Executive

- 5.1 The purpose of the WMCA Executive is to deliver the main policy priorities of the mayoral WMCA.
- 5.2 The organisation has evolved from Centro into the WMCA, and is still heavily transport-focused. Any work the WMCA has undertaken outside transport, has been resourced through a 'beg, buy, borrow' approach.
- 5.3 To drive delivery in our priority policy areas: Transport, Housing, Skills, Public Sector Reform and Devolution, this approach is no longer sustainable and a high-quality dedicated executive team is needed.
- 5.4 A number of roles in this executive team are already filled:
- Laura Shoaf, MD of Transport for West Midlands
 - Neil Rami, Chief Executive, West Midlands Growth Company
- 5.5 A number of appointments are in progress for roles which have been proposed:
- Chief Executive Officer
 - Director of Skills
 - Director of Housing and Regeneration
 - Director of Strategy
 - Director of Public Service Reform
 - Director of Finance

5.6 This team will form the WMCA's Executive Board, which will be chaired by the Mayor of the West Midlands.

5.7 Further details of these appointments are being brought before the WMCA Board in a separate paper.

6.0 Mayoral Initiatives / Taskforces

6.1 In addition to work of the WMCA Executive, the Mayor will launch a number of initiatives and Taskforces which will seek to bring in expertise and resources from outside the WMCA organisation to tackle specific policy issues.

6.2 Each Taskforce will have its own terms of reference and governance structure which will report directly to the Mayor, via a Chair who will be responsible for the delivery of agreed outcomes.

6.3 The members of these Taskforces will be appointed by the Mayor. Taskforces will seek to include members and officers of constituent and non-constituent councils in their work where appropriate.

6.4 The Mayor has already launched a Homelessness Taskforce to tackle the challenges of rough sleeping and homelessness across the West Midlands.

7.0 Mayoral Office

7.1 The Mayor also has a small team dedicating to supporting the activities and office of the Mayor. The team runs the Mayor's diary, events, press, correspondence, policy advice, and overall delivery of manifesto commitments. This team is managed by the Mayor's Chief of Staff.

7.2 As per the Constitution of the WMCA, the Mayor will appoint one political advisor as part of the Mayoral Office. This role will be separate from the Mayor's Chief of Staff.

7.3 The Mayor's Office will be based at 16 Summer Lane, Birmingham, B19 3SD, with satellite office spaces in Coventry and Wolverhampton.

8.0 WMCA Commissions

8.1 The commissions of the WMCA have successfully examined some of the most pressing issues facing the region: mental health, land and skills and productivity.

8.2 The Mayor seeks to support the commissions in their work, and ensure the recommendations of their reports are taken forward as appropriate.

8.3 This model has proven successful and the Mayor will work to establish further commissions for WMCA policy priorities, as agreed with the WMCA Board.

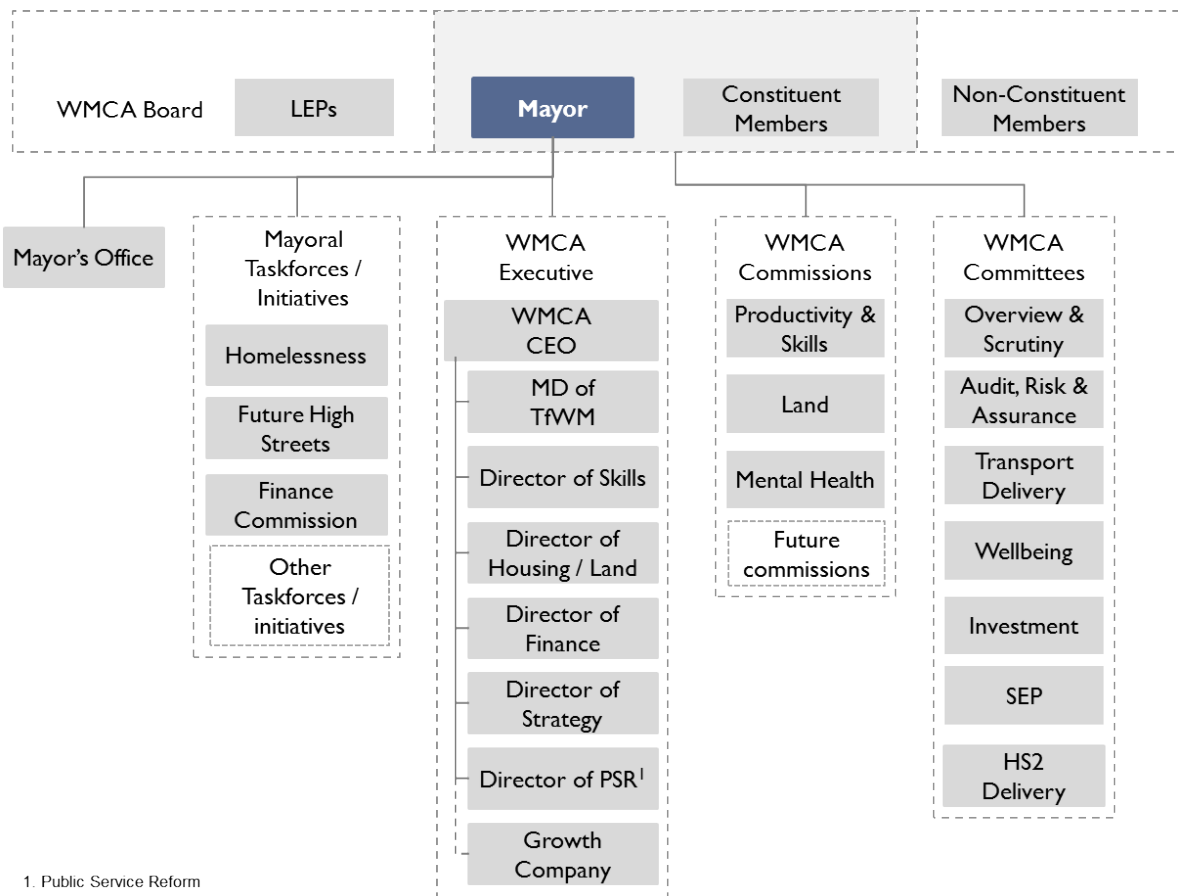
9.0 Existing WMCA Committees

- 9.1 The Committees of the WMCA fulfil a range of functions which are vital to the operation of the Combined Authority. The Mayor will seek to work with all the Committees of the WMCA and support their work.
- 9.2 The WMCA Investment Board in its current form functions effectively and does not require an independent chair. However, the need for an independent chair should be reviewed if the scale or complexity of investments changes significantly.
- 9.3 No changes are being proposed to the following bodies at this stage:

Overview and Scrutiny Board
Audit, Risk and Assurance
Transport Delivery Committee
Wellbeing Board
Strategic Economic Plan Board (SEP Board)
HS2 Delivery Board

10.0 Overall WMCA structures

- 10.1 The organisational structures of the WMCA as described above, can be illustrated in the organisational chart below:



11.0 Financial implications

- 11.1 No request for extra financial resources above what has been budgeted for 2017/18 is being made.
- 11.2 There will be further financial requirements, for example, to support the Mayoral Taskforces, but these will be approved through the WMCA Board or the proper delegated authority.

12.0 Legal implications

- 12.1 There are no immediate legal implications arising from this report

13.0 Equalities implications

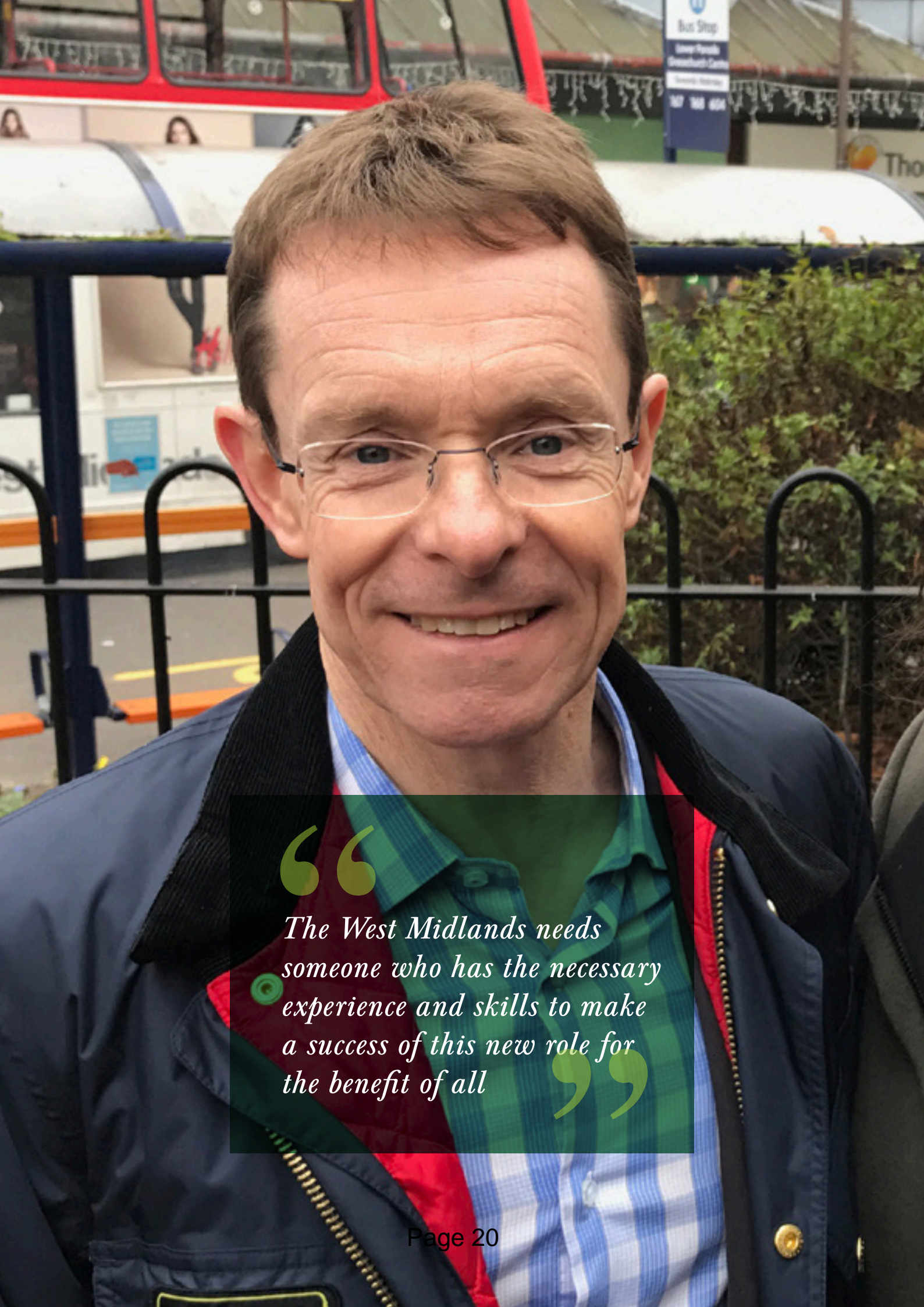
- 13.1 The Mayor will seek to increase the representation of women and the diverse communities of the West Midlands in leadership positions across the WMCA.
- 13.2 There are no other equalities implications arising from this report

14.0 Appendices

Appendix 1: Andy Street's Renewal Plan for the West Midlands

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ANDY STREET'S
RENEWAL PLAN
FOR THE WEST MIDLANDS



“
*The West Midlands needs
someone who has the necessary
experience and skills to make
a success of this new role for
the benefit of all*”

Why I Want the Job

The West Midlands faces a stark choice of continuing to grow economically or looking backwards.

On May 4 2017, voters across the West Midlands will decide who will be the region's first directly elected Mayor. They will be responsible for leading the West Midlands Combined Authority and tackling economic and social challenges like transport, skills, housing and job creation.

As a proud Brummie, brought up here, I have seen the beginning of the renaissance of the West Midlands. But it needs to go much further and touch the daily lives of many more residents. I care deeply about this region and have a passion to see people's lives improved.

Over the past five years, I have led the Greater Birmingham & Solihull Local Enterprise Partnership. I've witnessed how our region is beginning a transformation not seen for half a century.

The new role of Mayor offers a once in a generation opportunity to accelerate this transformation and truly realise our potential.

Our Mayor needs to be a strong voice for the West Midlands, accomplished at putting our case to government and being an ambassador around the world, whilst at the same time addressing issues that matter locally: jobs, housing, transport and skills.

I believe I have the necessary experience and skills to make a success of this new role for the benefit of all. For nearly a decade, I was at the helm of one of Britain's leading businesses – John Lewis, a company renowned for sharing its success with its partners.

I gave up a job I loved at John Lewis, to come back home and fight for the West Midlands.

We must not squander this opportunity. The region faces a stark choice: do we embrace this renaissance by growing the economy in a way which benefits everybody and become Britain's beating economic heart? Or, do we look backwards? There is only one answer. If I'm the Mayor, I will work tirelessly to make this happen.



Andy Street

Conservative Candidate for West Midlands Mayor

The Job of the West Midlands Mayor

The Mayor of the West Midlands is being elected for the first time on 4 May 2017. The idea of having a Mayor is to make sure that local policies are decided at a local level, so they best suit local people's needs.

It's a Big Job

The Mayor will represent around two million people across seven local council areas: Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton.

The Mayor will focus on big issues that need to be looked at across the whole West Midlands.

- **Housing:** Housebuilding, planning
- **Transport:** Major roads, bus services, train infrastructure, High Speed Two
- **Economy:** Jobs, business growth, exports
- **Skills:** Adult skills, hard-to-help benefits claimants
- **Other powers:** Mental health, clean air
- **Total budget:** £8 billion over 30 years, with more to negotiate for
- **More powers in the future**

The Mayor will be a leader to represent and speak up for the West Midlands in London and across the world.

When the Prime Minister or a business leader wants to deal with the West Midlands, they will now know who to call.

Someone Who Can Work with Others

This is not a 'normal' political job, heading up a team from one party. It's new politics. It's about leading a team across many parties.

The Mayor has to work with a board of all seven council leaders from across the region, whichever party they are from.

Councils will continue to be responsible for services like schools, waste and recycling, parks and social care, but the Mayor will work with councils on regional issues like transport, housing, skills and the economy.

As well as working with councils, the Mayor will need to work with schools, universities, hospitals, businesses, trade unions, religious groups, community groups, charities and many other West Midlands people. We need a person who can work with all these people, get them on side and get things done.

My Renewal Plan for the West Midlands

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“

The West Midlands needs a leader who can restore pride in our region

”



1 Restore Pride in Our Region

As a proud Brummie, I have watched our region suffer from too many years of decline and lack of attention since the 1970s. For too long, there has been no single voice for the West Midlands in London and around the world, who could make the region's case. **We were left behind by other parts of the country like London and Manchester in many ways.**

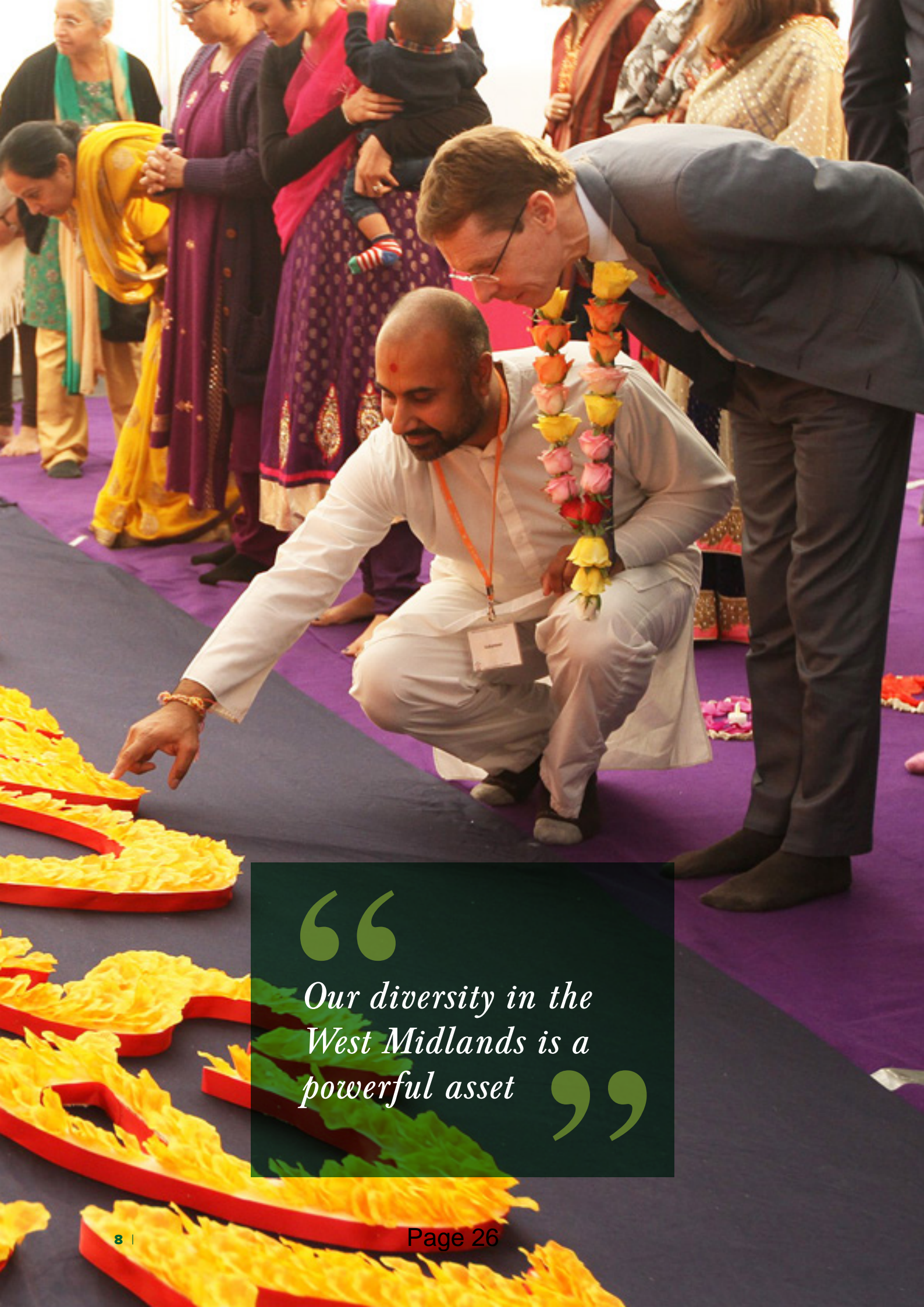
We have started to see a change in the last few years: new shopping centres, apartments, and offices are popping up across our city centres. In the last year, wages grew faster in the West Midlands than anywhere in the UK. The region is seeing a revival of manufacturing and we are the only region in Britain to enjoy a trade surplus with China. In 2016, there were more businesses born in Birmingham than anywhere outside London.

But the growth of the economy has not yet spread out far enough across the region: many areas need more attention, more investment and more ambition.

The West Midlands needs a leader who can restore pride in our region and spread the word that the West Midlands is one of the world's greatest places to live, work and do business.

If elected as Mayor, I will:

- Work with the Prime Minister and Government to **make sure the needs of the West Midlands are heard in London**
- **Work together with MPs and councillors** from the West Midlands to become a powerful voice for the region
- Act as the **West Midlands representative to businesses and investors in London and abroad** who can bring jobs to the region
- **Reclaim more powers over transport, housing, jobs and skills** in a future devolution deal with Government
- **Hold a "Mayor's Community Day" once a year**, where everyone in the West Midlands is encouraged to take part in service to their community such as litter-picking, events for older people, and painting and decorating for those who need help
- Push for **more West Midlands history to be taught to our young people**, for example our heritage as the birthplace of the Industrial Revolution
- **Conserve our architectural heritage where it is under threat** by working with councils, landowners and developers to make sure our historic buildings are protected for future generations to enjoy



“
*Our diversity in the
West Midlands is a
powerful asset*
”

BUILD A WEST MIDLANDS WHERE COMMUNITIES LIVE AND WORK TOGETHER

Our diversity in the West Midlands is a powerful asset, with people who come from every country, practice every faith and speak every language. **For us to restore pride in the West Midlands, we must make sure that everyone here respects and values everyone.**

This is not just about words like cohesion or integration, it is about saying hello to your neighbour, teaching your children about other cultures, and making an effort to befriend and help people you normally would not.

When I have been speaking to people on the campaign trail, it is clear that people from all communities want to be included and shown respect, rather than treated as a minority group. To be a successful and thriving region in the twenty-first century we need to work together to unlock the potential we have. As Mayor I intend to lead this important work.

If elected as Mayor, I will:

- Support the Police in a **zero tolerance approach to hate crime**
- **Champion inter-faith initiatives to bring different religious groups together**
- Make sure there is funding available for **everyone in the West Midlands to learn English**
- **Support schools teaching our children religious education, cultural education and British values**
- Include faith and community leaders in a **Mayor's Taskforce on community and integration**



“

The congestion across our towns a cities is dreadful. We need to get the West Midlands moving again.

”



2 Get Our Transport System Moving Again

BUST CONGESTION

The West Midlands is choking on its own exhaust fumes. The congestion across our towns and cities is dreadful. The M6 is one of the worst traffic blackspots in Europe. **63% of journeys in the West Midlands are made by car and, at peak times, 81% of cars have just one person in them.** That is a far greater number than other leading city regions around the UK and the world. Congestion is bad for people and bad for businesses.

We need to tackle the blackspots at the motorway junctions, the intersections, and the roundabouts where traffic gets snarled up every single day. The long-term solution is to get people walking, cycling and onto buses and trains. To do that, buses and trains must be much better options than they are now.

If elected as Mayor, I will:

- **Rule out any universal congestion charge** on drivers in the West Midlands
- Create a **hit-list of major traffic blackspots** across the region, for example Birchley Island in Oldbury, M6 Junction 10, M42 Junction 6, Holloway Circus (Pagoda roundabout) in Birmingham city centre and Broad Lane in Coventry, find the funding and fix them as quickly as possible
- Work to **improve the reliability and quality of bus and train services to give people the choice** of using public transport instead of their cars
- Explore a scheme to **incentivise more lorries and heavy vehicles to use the M6 Toll at peak times, and open up the M6 Toll for free where it will help during a serious traffic incident on the M6**
- Make sure **roadworks are properly planned and co-ordinated**, to minimise delays to all our journeys and explore a **lane rental scheme to charge companies for delays** in digging up the road
- Ask councils to **review the timing of traffic lights** across the region, and **investigate the technology for co-ordinating traffic lights** on major routes and at traffic blackspots
- Push for more **rapid response traffic officers and tow trucks to get broken down vehicles out the way** as quickly as possible
- **Explore opening new Park and Rides** in locations near to rail stations and fast bus routes

LEAD A NEW GOLDEN ERA FOR TRAINS AND THE METRO

Over the last 20 years, the number of people travelling by rail each day in the West Midlands has trebled. More people arrive by train in Birmingham every day than any other city outside London – almost 125,000. That growth has caused problems. During rush hour it is almost impossible to find a seat on the Cross-City line, the Chase line or Birmingham to Coventry trains. Trains are not as frequent as they should be to many stations.

We must make the most of the £4.4 billion High Speed Two Growth Deal that the Government has promised for the region. High Speed Two is important, but for most people the local routes around the West Midlands are what they use every day. We need these to be frequent, fast and reliable. I will open up railway lines to passenger services where they already exist and build new stations, such as at Moseley, Kings Heath and Aldridge. Fixing the trains is a huge challenge, but one which must be addressed to make people's commutes bearable, and to keep the West Midlands economy growing.

If elected as Mayor, I will:

- Push Network Rail and the rail operators to **increase the number of carriages and frequency of trains to ease overcrowding** on busy lines, for example the Chase Line, Cross-City Line, Coventry to Birmingham
- Support the roll-out of **free wifi and charging plugs on trains across the region**, pushing the rail companies to bring in new trains as quickly as possible
- **Reopen the Camp Hill / Tamworth rail line**, with new stations opening at Moseley, Kings Heath, Stirchley, The Fort, and Castle Vale
- **Reopen Sutton Park line to Aldridge Station**, and explore opening the line through to Water Orton, including Walmley station
- Support the **Nuneaton, Coventry and Leamington Spa rail improvement projects**
- Explore **other rail lines which could be reopened** such as the Stourbridge to Dudley and Walsall line, connecting Worcester and Derby
- Start the **construction of the Midlands Metro extension to Brierley Hill** and gain agreement to **extend it to North Solihull and Birmingham Airport**
- Make sure the **West Midlands Mayor, not Government, has the power** to choose who runs our local rail services
- Make sure that **High Speed Two works for everyone**, not just business travellers, and **minimise the impact on rail services and congestion** during the construction
- Find the best solution to **link Birmingham New Street, Birmingham Moor Street and the new High Speed Two station at Curzon Street**
- **Improve the parking and accessibility for motorists at key stations** like Dudley Port and Tile Hill

MAKE BUSES CLEAN, SAFE AND FAST

The buses in the West Midlands are not good enough because they are just too slow. **The journey on the number 126 bus from Wolverhampton to Birmingham now takes 20 minutes longer than it did in 1987.** At the same time fares keep increasing. We still see anti-social behaviour, litter and graffiti on buses. Perhaps unsurprisingly, the number of people using the buses is decreasing, and people are choosing to stay in their cars.

This is our chance for a new approach to our buses in the West Midlands. Someone needs to get a grip. Our buses should be clean, safe and a pleasant experience. Some of the newest buses are like this: free wifi, extra legroom, contactless payments. We need to make sure there are buses like this all across the region. Bus drivers and the police need the powers to tackle anti-social behaviour, by kicking offenders off buses or banning them from the travel network. We only stand a chance of letting people out of their cars and into buses if travelling is a great experience.

If elected as Mayor, I will:

- **Review the bus lanes on major routes** in the region to make sure they balance the need to speed buses up and the needs of drivers
- Develop the **right approach to rapid bus routes across the region**
- Accelerate the rollout of **contactless and smart payments on West Midlands buses**, meaning that fares can have a daily maximum price cap
- Make sure **the police and bus drivers get the right powers to deal with anti-social behaviour**
- Make sure that **buses and trains are as accessible as possible to older people**, and **protect the free bus pass**
- Push bus companies to **rollout new buses with free wifi and cleaner engines** sooner
- **Review bus ticket prices every year** with the bus companies, to make sure buses are affordable for working people across the West Midlands
- Support the current scheme providing **free bus tickets to jobseekers** on their way to job interviews
- Explore whether launching a **mutual Park and Ride or bus service owned by its employees**, would be feasible for the West Midlands.



SUPPORT OUR WORLD-CLASS AIRPORT

A world-class airport is a vital part of our aim to be a destination for business from around the world. Birmingham Airport has seen significant growth, with the development of new routes, for example Emirates A380 flights around the world via Dubai. This year, it was crowned as the most punctual airport in the world.

Unlike the other candidates in this election, I don't think we need to build a second runway at Birmingham Airport. **There are currently 11 million passenger journeys a year, and we can get to 30 million journeys a year with just one runway.** Why would we tarmac over the green space around the airport if we don't need to? We'd be much better using the capacity we already have, and making sure the airport is well-connected to rest of the region.



If elected as Mayor, I will:

- Make sure **Birmingham Airport is properly connected to High Speed Two** to minimise hassle when you travel to the airport
- Support growing passenger numbers without building an **unnecessary second runway**
- **Support the airports in increasing the number of destinations you can fly to**, including securing direct flights to China and other emerging markets
- Support the Solihull Council Urban Growth Company's proposals for airport growth and the **co-location of the High Speed Two station and the new airport terminal**
- **Examine whether the devolution of Air Passenger Duty would help** reduce the price of flights from Birmingham Airport, and push the Government to make the best decision for the West Midlands

SUPERCHARGE CYCLING AND WALKING

Our roads are congested and our public transport needs huge improvement. We have one of the highest rates of obesity in the country: around **40% of children here leave primary school overweight. Cycling makes up only 1% of all our journeys.** A generation ago, 70% of people walked to school, now fewer than half of children walk to school. People don't cycle and walk because there aren't safe enough routes, or because they don't know about them.

We need to invest in new cycle routes, with high quality access and lighting. Across the West Midlands we are blessed with more canals than Venice. Let's transform these into superhighways for cycling and walking safely to school and work. Finally, we need to make sure that people are aware of what their cycling and walking options are with improved signage and efforts to increase people's awareness of the routes in their area.



If elected as Mayor, I will:

- **Increase overall spending on cycling** forty-fold to £10 per head across the West Midlands (up from 25p per head), by seeking new Government funding
- **Upgrade cycle routes, particularly the surfaces, lighting, signage and access ramps**, making the most of the canal network and off-road routes, for example West Bromwich Parkway (Birmingham to West Bromwich), Halesowen Lapal Canal (Halesowen, Selly Oak, Birmingham), Tame Valley (Wolverhampton, Dudley, Walsall, Sandwell, Birmingham, Solihull)
- **Accelerate existing plans for cycle superhighways**, for example on the A34 Birmingham to Perry Barr and the A38 Birmingham to Selly Oak
- Increase the **cycle parking at railway stations**, and **ensure new commercial and housing developments provide enough cycle parking**
- Get much better at **telling people about cycle routes in their area**, for example by sending cycling maps to residents and making signs for routes more obvious
- Encourage employers to offer the **Cycle to Work scheme, bike loan schemes, cycle parking and showers** at offices
- Increase cycling from **1% of all journeys to 5% of all journeys** by 2023
- Introduce **Walk to School programmes** across the West Midlands, including **“Park and Stride”** drop-off points close to busy school areas

GET A GRIP OF AIR POLLUTION

1,500 premature deaths each year in the West Midlands are caused by air pollution. With the extreme congestion, it’s sadly true that some of our roads have higher levels of pollution than a National Express bus depot. This is a huge health issue for people in the region, increasing the risk of lung disease and heart disease.

At the same time, haulage and distribution is an important industry for the West Midlands, due to our central location in the UK, so we must protect our position in this competitive industry. Air pollution, at its current levels, is no way for a twenty-first century region to continue, and so the new Mayor must tackle this issue head-on.

If elected as Mayor, I will:

- Implement the Clean Air Zone as required by Government, which will **charge older, more heavily-polluting trucks and heavy vehicles** to enter parts of Birmingham City Centre
- Lobby Government to ensure that businesses and individuals who own these trucks and polluting vehicles have the right level of **financial support to help them invest and switch to cleaner vehicles**, for example a scrappage scheme similar to London
- **Push bus companies upgrade their buses** to newer cleaner vehicles
- Support the **development of autonomous and electric cars in the West Midlands**, by allowing companies to test cars here and building charging infrastructure
- **Improve cycling and walking routes** to change people’s travel behaviour
- **Improve buses and trains** to get people to switch to using public transport
- **Support the creation of green urban spaces in major developments, for example the Duddeston Viaduct Sky Park near to Curzon Street**, which would be similar to New York’s High Line



“ We need to get houses built faster, so people have affordable places to live ”

3 Build the Houses We Need and Protect the Green Belt

Too many people are worried about where they are going to live now and in the future. Many people feel like they will never have the opportunity to buy a house. People are having to live further from their work and commute for longer, meaning they spend less time with their families. It has been estimated that **the West Midlands needs 165,000 new homes in the region by 2030**, just to keep up with the population growth in the region.

We need a joined-up approach to housing across the West Midlands region. That's the only way to get a sensible answer on where we should be building new homes. As Mayor I will speed up house-building and knock heads together where there are obstacles, whilst protecting our green spaces and the things that make the West Midlands a great place to live.

MAKE SURE WE HAVE A PROPER PLAN

If there's one thing I learned in business, it's that to get things done, you have to have a good plan based on facts. Because people travel all across the region to work or to study, we need to plan where we build new homes at a regional level, and that's where the Mayor comes in. One of my first tasks if I get elected, will be to make sure we have a proper plan for housing in the West Midlands for the next fifteen years so we understand exactly what housing we need.

If elected as Mayor, I will:

- Work with local authorities to make sure they have **Local Plans for the whole area which deliver enough housing and employment land**, based on firm agreed evidence and an analysis of West Midlands housing needs
- Ensure that there is the **right balance of social and private housing, owned and rented**, and that there is **enough affordable housing** for those on lower incomes

BUILD BROWNFIELD FIRST TO PROTECT THE GREEN BELT

The housebuilding challenge is huge and we need to build the homes people in the West Midlands need as quickly as possible. But we must not spoil the beautiful areas on the edges of our cities with development which could take place in more suitable areas. The Green Belt protects these areas from "urban sprawl" and as Mayor I will always work to take care of our precious landscape.

There are at least 1,600 hectares of brownfield land (roughly the size of 2,000 football pitches) where development has been stalled for decades. For example, the Black Country Garden City has plans for 45,000 homes, one of the biggest brownfield regeneration projects in the country. Surely it makes sense to build on these sites before cutting into the Green Belt.

If elected as Mayor, I will:

- **Always prioritise brownfield sites** when planning where we need to build homes in the West Midlands
- Spend **£200 million on preparation and decontamination of brownfield sites and lobby for more**
- Work with all councils to **compile registers of all the brownfield sites** that could be used for housing and business development in the West Midlands
- Push **Government and councils to release public sector land** in the West Midlands, that we can use for housebuilding
- Work with neighbouring councils to identify **sites outside the West Midlands which could be built on**, within commuting distance of jobs in the area, when improvements to rail services have been completed
- Work with councils and planners to make sure **new homes are in the style of surrounding homes**, an approach which can be no slower and no more expensive than other developments

BUILD MORE HOMES MORE QUICKLY

There's a lot of building to be done to complete the 165,000 new homes we need by 2030. We have got to make sure that everyone is chasing the same goal, and we need military-style discipline in order to achieve it. **More than a third of new homes that were granted planning permission in the UK since 2011 have yet to be built!** We need to speed up the planning and building process.

As Mayor, I will lead the housebuilding charge.

If elected as Mayor, I will:

- **Hold regular meetings with local councils, developers and construction companies to knock heads together** and make sure building is going fast enough on key housing and employment land sites
- **Win our fair share of Government funds** such as the Home Building Fund and the Capacity Fund to build the houses we need in the West Midlands
- Check the plans for large developments to make sure that **where new homes are being built, there will be enough parking, roads, hospitals and school places** in time to support the increased number of people, making the most of the Government's proposed £2.3 billion Housing Infrastructure Fund
- Introduce **measures to speed up housebuilding**, such as a tax on vacant land being held for development
- **Review the rules on housing density so we can build more houses** in areas where it is suitable, and work with Government to change these rules where necessary
- Work with local authorities and housing associations to **encourage new mixed housing developments with more affordable housing**
- **Train a new Mayor's Army of skilled construction workers**, to make sure we have the skills we need to face up to the housing challenge
- Support the Government's plans to allow local authorities to **invest additional fee income into their planning departments** to speed up housebuilding

MAKE BETTER USE OF THE HOMES WE ALREADY HAVE

There are currently around 10,000 empty homes across the West Midlands. Bringing these back into use will help us to achieve our housing goals, and will reduce the pressure to build new houses. We need to be smart in how we solve the housing challenge, converting buildings into residential housing.

If elected as Mayor, I will:

- **Push local authorities to bring more empty homes** back into use
- Make it **easier for developers to convert buildings**, for example, converting an old warehouse into new apartments
- **Develop recommended sustainable housing standards for energy efficiency and low carbon technologies**, in conjunction with local authorities, housing associations and landlords
- Encourage West Midlands local authorities and housing associations to **invest in improving the quality of their housing**

HELP YOU AFFORD YOUR OWN HOME

More than half the generation currently approaching retirement were homeowners by their thirtieth birthday. Today for most people, owning a home is a distant dream. It is much harder today for young people to get a foot on the property ladder than their parents and grandparents. As well as building more houses in the West Midlands, we need to make sure that more is done to help people here to afford their own homes.

If elected as Mayor, I will:

- Support a pilot of the Government's **new Voluntary Right to Buy programme in the West Midlands**
- **Support people in buying their own home** through Help to Buy and Starter Homes schemes, the Lifetime ISA
- **Work with developers to make sure that there are affordable starter homes available** for young people to buy





West Midlands Police Force Headquarters



“

The Mayor needs to work with West Midlands Police, schools, social workers, employers, Jobcentres, housing associations and councils to stop people being drawn into crime

”

4 Lead a Coalition Against Crime

Although there has been good progress on reducing some crimes, including burglary and car crime, there remains a huge problem across the West Midlands and a real concern to the public and to businesses.

The Mayor's primary role here is to tackle the causes of crime by strengthening the West Midlands economy and providing opportunities for young people. This will have a powerful impact in the fight against crime.

To make a real difference we have to work together. I want to take the lead as Mayor. **It's not about a new £1 million initiative here or there, we must use the £2.3 billion combined war chest we spend each year on public order across the wider West Midlands – not just the West Midlands Combined Authority - in a co-ordinated way.**

The creation of the Mayoralty is a new opportunity to co-ordinate our efforts across the region. The Mayor needs to work with West Midlands Police, schools, social workers, employers, Jobcentres, housing associations and councils to stop people being drawn into crime.

Though crime has come down overall in the last few years, violent crime, anti-social behaviour and sexual offences remain far too high, and people face new threats like cyber-attacks and online fraud.

If elected as Mayor, I will:

- Take a **zero-tolerance approach to violent crime and sexual offences**
- **Tackle anti-social behaviour on buses and trains** (smoking, rowdy or threatening behaviour, alcohol consumption and playing loud music)
- Ask for **more powers from Government to tackle public transport crime**, for example banning repeat offenders from the whole West Midlands network, or further powers for drivers and the police to tackle offenders
- **Reduce the likelihood of young people being drawn into gangs or drug-related crime** through my commitment to eradicating youth unemployment
- Support police efforts **to reduce illegal begging**, whilst launching a Rough Sleeping Taskforce to **get rough sleepers back into work and housing**
- **Educate people about online and cyber-crime**, for example through digital skills training programmes
- **Work together with the Police and Crime Commissioner and the Chief Constable to provide the leadership** needed in the fight against crime.
- Call for the **Mayor to take over the responsibilities of the Police and Crime Commissioner** in 2020, in time for the second mayoral term
- Work with **West Midlands councils to prevent crime by improving economic opportunities** for people, and by improving public services through co-ordination and sharing of best practices



“

*A strong economy means better job.
Jobs which mean you have the security
to support your family, live
comfortably and buy a house*

”

5 Create Highly-Paid Jobs For You and Your Family

Parts of the West Midlands used to be one of the most affluent areas in Europe in 1960, but many years of decline and lack of attention have meant our towns and cities are not what they used to be.

We have started to see a change in the last few years: new shopping centres, apartments, and offices are popping up across our city centres. In the last year, wages grew faster in the West Midlands than anywhere in the UK. The region is seeing a revival of manufacturing and we are the only region in Britain to enjoy a trade surplus with China. In 2016, there were more businesses born in Birmingham than anywhere outside London.

But the growth of the economy has not yet spread out far enough across the region: many areas need more attention, more investment and more ambition.

A recent study by the Resolution Foundation showed that the **West Midlands had the lowest average household income after housing costs of any city region**. Without a strong economy, it is very difficult to improve living standards, and we have much further to go. All the other policies in my manifesto are based on this ambition: a strong economy in the West Midlands that works for everyone.

What does this mean for you? **A strong economy means better jobs, like the jobs we used to see at the great factories and offices in the West Midlands. Stable jobs with long-term career prospects. Jobs which mean you have the security to support your family, live comfortably and buy a house.** My aim as Mayor would be to make sure that these sorts of jobs were available to you and your family once again.

GET COMPANIES TO BRING HIGHLY-PAID JOBS TO THE WEST MIDLANDS

I will establish the West Midlands as a world-leading centre for advanced manufacturing, technology and the creative industries, life sciences, professional services, low carbon technology and construction. Each of these industries has the potential to contribute to a strong West Midlands economy in the twenty-first century and beyond, and we have unique advantages which mean that we can compete with other global cities.

We will work with big employers in the region like Jaguar Land Rover, HSBC and the National Grid to make sure that businesses have what they need to create jobs. **All of these commitments are not just about new office buildings. They are about highly-paid jobs for you, your children and your grandchildren.**

If elected as Mayor, I will:

- Focus our industrial strategy on the **sectors where the West Midlands leads the world**
- **Support and further develop the West Midlands Combined Authority's Strategic Economic Plan**
- Lead the success of the WMCA Growth Company, **helping West Midlands businesses to market themselves and gain investment** from around the world, close the productivity gap and foster innovation
- **Ensure there is enough employment land** available for businesses to set up and expand, by building this into the Mayor's overall spatial plan
- **Support local authorities and developers with major redevelopment projects across the West Midlands**, for example Friargate in Coventry, Snow Hill in Birmingham and Springfield in Wolverhampton
- **Work with universities and businesses to bring in new investment to the region from the Government's £2 billion research and development fund**

MAKE THE WEST MIDLANDS THE ADVANCED MANUFACTURING “WORKSHOP OF THE WORLD”

We have a long history of manufacturing here in the West Midlands. Austin, Rover and MG at Longbridge, and now Jaguar Land Rover in Coventry, Birmingham, Wolverhampton and Solihull. Spitfires at Castle Bromwich, and now Rolls Royce and Goodrich aerospace in Birmingham. It’s in our soul, and we need to make sure that we are ready for the future of manufacturing. The Mayor, manufacturing companies and workers must form a formidable team to make ourselves the new “Workshop of the World”.

MANUFACTURING AND TRANSPORT TECHNOLOGIES		
337,000 jobs in West Midlands	Example job: Design Engineer	Example employers: Jaguar Land Rover, UTC Aerospace, GKN, Network Rail
45,000 more jobs by 2030	Typical salary: £29,000	

If elected as Mayor, I will:

- **Make sure that there is enough employment land available** for manufacturers to expand their sites or open new sites
- Lobby for investment from Government in **comprehensive energy solutions** required to enable the expansion of key employers such as Jaguar Land Rover
- Explore ways to **bring parts of the automotive supply chain back to the UK** from overseas, creating more jobs in the region
- **Invest in apprenticeships and skills training**, to make sure that manufacturing companies have the skills they need to succeed in the West Midlands
- **Explore ways to encourage jobs in the automotive supply chain being brought back to the West Midlands**
- **Support our manufacturing research and innovation centres**, for example the Warwick Manufacturing Group, the Institute of Advanced Manufacturing and Engineering at Coventry University, Rolls Royce University Research Centres
- Create the funds and **support for the autonomous automotive supply chain** in the West Midlands and ensure the region’s roads are available and equipped for the **testing of driverless cars**

GROW TECHNOLOGY BUSINESSES AND THE CREATIVE INDUSTRIES TO CREATE FUTURE-PROOF JOBS

Digital technology is the sector which is already bringing about huge changes in the world as we know it. The West Midlands needs to have the skills and jobs in this sector to be globally competitive.

TECHNOLOGY AND CREATIVE		
72,000 jobs in West Midlands	Example job: Software Engineer	Example employers: Codemasters, Serious Gaming International, ASOS
29,000 more jobs by 2030	Typical salary: £34,000	

If elected as Mayor, I will:

- **Build on the West Midlands’ successes in the high growth and future facing technology and creative industries** by supporting the growth of proven business clusters such as the Custard Factory and STEAMhouse in Digbeth, the Knowledge Quarter in Coventry and the Lighthouse complex in Wolverhampton
- **Co-sponsor technology accelerators with large businesses across the West Midlands to develop new spin-off start up ventures** in their industries (for example an automotive start up accelerator with Jaguar Land Rover)
- **Seek a globally recognised digital or tech company to set up a major operation in the West Midlands** (for example Google, Facebook or Apple)
- **Seek globally recognised tech conference events** to come to the region to help build the West Midlands’ reputation as a UK Tech hotspot
- **Attract tech and creative start-ups to come to the West Midlands** by presenting the benefits of our youthful, diverse and well educated work force, high quality of life and low cost of doing business when compared to capital cities
- **Work with banks, venture capital firms and other investors to make it easier for start-up entrepreneurs to access capital**
- Support the Challenge Fund which will **finance research and development in areas like smart energy, robotics, artificial intelligence and 5G mobile technology**
- **Create a Mayor’s Digital Skills Institute with responsibility for leading digital training efforts in the West Midlands** so our young people finish education with modern skillsets companies actually want – matching what is taught now with the real demands of current and future employers
- Lobby Government to make sure the West Midlands is at the **top of the list when any national cultural or creative organisation is considering relocation** from the South East

BOOST LIFE SCIENCES RESEARCH AND BUSINESSES

The West Midlands has the potential to be a world-leading centre for life sciences, in particular, the rapid assessment of new drugs, diagnostics and devices. We have great talent here already in our research institutions, the NHS and a number of life sciences companies, and we have easy access to a large and diverse patient population for clinical trials. As Mayor, I want to realise our potential in Life Sciences.

LIFE SCIENCES AND HEALTHCARE		
249,000 jobs in West Midlands	Example job: Life Sciences Researcher	Example employers: Birmingham University, The Binding Site, Cancer Research UK, NHS
75,000 more jobs by 2030	Typical salary: £31,000	

If elected as Mayor, I will:

- **Champion the West Midlands Life Sciences industry** in London and around the world
- Support the work of our **world-class centres of clinical and research excellence**, such as the NIHR biomedical research unit in Liver Disease and the Cancer Research UK Cancer Trials Unit
- Support the institutions involved in making **the West Midlands a centre for accelerated clinical trials**
- Help to **co-ordinate the work to create a central repository for clinical trials patient data** in the West Midlands
- **Lobby global pharmaceutical companies to move jobs to the West Midlands**

SUPPORT PROFESSIONAL SERVICES FIRMS

The cities in the West Midlands have become a centre for professional services, such as accounting, law and financial services. These are highly-paid jobs which serve clients from around the UK and around the world. **HSBC's decision to move the headquarters of its UK retail to Birmingham was a huge vote of confidence in the region, and we need to build on that momentum.**

BUSINESS, PROFESSIONAL AND FINANCIAL SERVICES		
318,000 jobs in West Midlands	Example job: Management Accountant	Example employers: Deutsche Bank, HSBC, Deloitte, Eversheds, Gowling WLC
151,000 more jobs by 2030	Typical salary: £32,000	

If elected as Mayor, I will:

- **Lobby major UK professional services firms to move jobs to the West Midlands**
- **Make sure the West Midlands is an attractive place for companies to base themselves**, for example by making sure there is excellent infrastructure, sufficient housing, and by supporting sport and culture
- **Retain graduates who study in the West Midlands or who grew up in the West Midlands with a "West Midlands First" programme**, similar to Teach First, which would encourage students to begin their careers in the region

BUILD A WORLD-CLASS CONSTRUCTION INDUSTRY

Construction is an industry where the West Midlands has significant expertise, and as our economy takes off, we will have more and more demand for these skills. With house-building, commercial development and infrastructure programmes, there is plenty construction going on. **We need to make sure that we have the right skills in our own West Midlands workforce to keep all that construction on schedule.**

CONSTRUCTION AND BUILDING TECHNOLOGIES		
119,000 jobs in West Midlands	Example job: Construction Manager	Example employers: Carillion, Barratt Homes, Willmott Dixon, High Speed Two
47,000 more jobs by 2030	Typical salary: £40,000	

If elected as Mayor, I will:

- **Support the growth of specialist construction schools**, like the West Midlands Construction University Technical College in Wolverhampton, and foster their collaboration with employers
- **Use additional funding from the Apprenticeship Levy to invest in apprenticeships in construction** in the West Midlands
- **Work with colleges and employers to prepare for the Government’s new “route into construction”** when it is launched in 2019
- **Support schemes which help people change career into construction**, like Persimmon Homes’s Combat to Construction traineeship helping people move from the armed forces into construction
- **Support construction companies and developers in accelerating major West Midlands developments and housebuilding projects**

SUPPORT LOW-CARBON AND ENVIRONMENTAL BUSINESSES

Low-carbon and environmental businesses have been identified as an area where the West Midlands has significant advantages. Growth in these companies not only helps the region’s economy, it also helps to tackle climate change. To be successful in this industry, which is small but growing in the West Midlands, **we need to make sure that our research programmes, housing and environmental policies and low-carbon businesses are aligned and working together.**

LOW-CARBON AND ENVIRONMENTAL TECHNOLOGIES		
23,000 jobs in West Midlands	Example job: Electrical Engineer	Example employers: Baxi Heating, National Grid, SunSolar Energy
1,000 more jobs by 2030	Typical salary: £31,000	

If elected as Mayor, I will:

- **Develop recommended sustainable housing standards for energy efficiency and low carbon technologies**, in conjunction with local authorities, housing associations and landlords
- **Support the development of electric and hybrid vehicles** in the West Midlands and ensure the region’s roads are available and equipped with the right charging infrastructure
- **Support research at our centres of low-carbon innovation:** the Energy Research Accelerator, the Energy Systems Catapult, the European Bioenergy Research Institute, the Centre for Low-Carbon Research and the Birmingham Energy Institute
- **Engage with Energy Capital and other energy stakeholder groups in efforts to promote sustainability and low-carbon businesses** in the West Midlands
- **Support work to develop alternative fuel technologies with research partners and businesses** such as National Grid



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Let's set up a system here in the West Midlands to support people throughout their whole careers, by making training available and having the right people around to give them advice and support

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TRAIN OUR YOUNG PEOPLE FOR HIGHLY-PAID JOBS

Part of attracting highly-paid jobs to the West Midlands is making sure that our young people have the skills to get them. 14% of working-age people in the West Midlands have no qualifications, and only 29% have university-level skills: both of these are far worse than the national average. In 2015, a survey of **West Midlands business leaders reported that 77% struggled to fill roles because of a lack of the right skills. We need to make sure our young people get the skills they need** for jobs now and throughout their lifetimes.

If elected as Mayor, I will:

- Support local authorities trying to **raise standards in all schools across the West Midlands** to the level of the best schools
- **Encourage as much school choice as possible for parents in the West Midlands**, for example by supporting the development of new Free Schools, whilst supporting a zero tolerance approach to failing schools
- **Create a West Midlands Skills Fund** from the £150–180 million Apprenticeship Levy paid by West Midlands businesses each year, in particular the underspend which is estimated to be tens of millions of pounds per year
- **Retain graduates who study in the West Midlands or who grew up in the West Midlands with a “West Midlands First” programme**, similar to Teach First, which would encourage students to begin their careers in the region
- Work with Government to **make sure that international students can easily come and study at our top universities in the West Midlands**
- **Help the Government to develop and roll out the new T-Level technical qualifications**, training young people for highly-skilled work
- **Support specialist schools and colleges** in the industries where the West Midlands leads the world, for example the National College for High Speed Rail
- **Focus the adult skills budget on courses of twenty-first century skills** such as digital skills, engineering, design and advanced construction
- Set procurement rules to make **any business that provides goods or services to the West Midlands Combined Authority provide employment or training opportunities to young people**, for example providing placements for students or training for unemployed young people

SUPPORT PEOPLE’S CAREERS THROUGHOUT THEIR LIVES, NOT JUST WHEN THEY START OUT

In the twenty-first century, many people in the West Midlands will have to work lots of different jobs during their lifetimes. New technology and artificial intelligence will mean that we will have to retrain throughout our lives, rather than just when we are young. **Let’s set up a system here in the West Midlands to support people throughout their whole careers, by making training available and having the right people around to give them advice and support.** At John Lewis, I knew the value of someone who was committed and would work hard, and so I believe everyone should be given the chance to retrain and have a new career.

If elected as Mayor, I will:

- **Launch a “Mayor’s Mentors” scheme** where thousands of people who have been successful in their careers can mentor young people just starting out, or those who wish to retrain or move into new work
- Create a **“ladder” of training and job opportunities so people who work hard can go from low-skilled work into highly-paid jobs** during their career
- Make sure **every person who is made redundant in the West Midlands has access to skills retraining and mentoring** to get into a new job
- Explore whether a **West Midlands All Age Careers Service** could be created, which would help people into work and into higher-paid jobs at all stages of their careers

SUPPORT THOSE WHO CAN'T GET INTO THE JOB MARKET

The West Midlands is one of the most diverse regions in the world, and as such we face many challenges in trying to integrate different groups and communities into our society. Speaking English is fundamental for people to be able to engage in society, and is a real barrier stopping some people getting into work. **Speaking English is the most important part of integration and no-one in the West Midlands should be left without the opportunity to learn English.**

There are other groups who find it difficult to get into work such as those with few qualifications, those who have taken career breaks, and those with disabilities. As Mayor, I want to give those people the opportunity to get a job.

If elected as Mayor, I will:

- **Reduce the youth unemployment rate in the West Midlands to zero** by the end of the first three-year term of office
- Secure funding for **English language tuition for all adults who need it** in the West Midlands, from central Government or using local adult skills budgets
- Support the Government's childcare offers to **help mothers back into work after having children**
- **Encourage West Midlands employers to offer 'returnships' and dedicated recruitment programmes to help parents back into work after having children or after a career break**
- **Launch other targeted employment initiatives** for particular disadvantaged groups who find it difficult to get into work such as those with few qualifications, with disabilities or from certain minority ethnic groups
- **Support the work of social enterprises and charities in helping people into work** in small shops and local businesses

CHAMPION SMALL BUSINESSES AND ENTREPRENEURS

We also need to support the growth of small and medium-sized businesses in the region. Under my Mayoralty, I would be a tireless ambassador for these businesses, and provide support and advice for them.

Small businesses need to tackle new challenges all the time, but they create a huge amount of prosperity, and they need a Mayor who will champion their interests in the West Midlands and with Government.

If elected as Mayor, I will:

- Work with councils and Local Enterprise Partnerships to **raise awareness for business support schemes and make them easier to access**
- **Work with banks, venture capital firms and other investors to make it easier for small businesses and entrepreneurs to access capital**
- Make sure **small and medium-sized businesses have a fair chance** at bidding for any goods or services commissioned under the Mayor's control (make sure small business are on every tender panel, or requiring Tier 1 suppliers to buy services locally)
- **Ensure there is enough employment land** available for businesses to set up and expand, by building this into the Mayor's overall spatial plan
- Turn **unused public sector office space into co-working spaces** for use by West Midlands entrepreneurs



CREATE FLOURISHING HIGH STREETS AND TOWN CENTRES

Our High Streets and town centres are where we shop, meet and grow up. I know from my time at John Lewis, that there is a big difference between a High Street which has received investment and is a pleasant environment to shop in, and one which has not had that level of attention.

We want High Streets with interesting independent shops as well as the big brands we all know, and some of these small businesses may turn into the next John Lewis one day. We need to have flourishing High Streets, to restore pride in the West Midlands.

If elected as Mayor, I will:

- **Create a Future High Streets Taskforce** to look at how we keep our High Streets as lively community centres, in the age of online deliveries, while protecting the livelihoods of those who run small shops in the West Midlands
- Work with businesses and councils to set up Business Improvement Districts, where **businesses club together to pay for improvements to their local areas**
- Explore whether we can put **free wifi hotspots in town centres, train stations and the airport**
- Explore whether the Enterprise Zone model, with **business rates relief, superfast broadband and simplified planning** could be used to help renew our town centres and High Streets



INCREASE SPEED AND ACCESS TO BROADBAND

Fast internet is vital for a modern economy. Businesses need to be able to communicate quickly, and share data across the world. Superfast home broadband also means we can enjoy on demand entertainment, whether it's streaming Netflix, shopping online or playing Xbox.

We have some of the fastest average broadband speeds in the UK (71Mbps in Yardley) and also some of the slowest (1Mbps in other parts of Birmingham). In many areas such as the Black Country progress has been made, but there is still work to do. Because broadband is so important to people's lives, I will make it a priority as Mayor.

If elected as Mayor, I will:

- Make sure Government funds **access to superfast broadband (24Mbps or more) for every business and household** in the West Midlands
- Use the Mayor's transport and planning powers to **speed up the rollout of high-speed fibre infrastructure**
- Explore whether we can put **free wifi hotspots in town centres and train stations**
- **Get our fair share of the £1 billion of new Government funding committed to digital infrastructure**, to roll out fibre and trial 5G technology in the West Midlands



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*As Mayor, I will work with
Government to make sure we get the
financial support we need*

”

6 Get the Best Financial Deal for the West Midlands

In the West Midlands, we are independent, creative and innovative, but we have become too dependent on London. In the short-term, **we need to make sure that we have the investment and support that we need from Government in London to give us a strong economy.** But in the long-term, we need to grow our own economy, and become less reliant on London, so that we can control our own destiny.

If elected as Mayor, I will:

- **Commit to no Mayoral council tax precept before 2018, and convene a panel of experts to examine the alternatives to raising a council tax precept.** Any precept will be a last resort and will only be approved when alternatives such as land value capture (as used in London for Crossrail), public sector reform gain share fund, public sector pension fund investment, business rate supplement and social investment have been found not to be feasible
- **Guarantee that** any supplement to business rates should only be with a vote of businesses in the region
- Work with Government to **make sure that the West Midlands receives more investment funding**, in addition to the £8 billion already granted
- **Launch a Finance Commission** to further understand the options to improve the tax and public spending arrangements for the West Midlands
- **Make the most of the existing financing powers** to drive improvements in transport, housing, crime and jobs
- **Call for Government to devolve further funds to the West Midlands**, including any underspend on West Midlands Apprenticeship Levy contributions
- **Set up a West Midlands Investment Fund**, to make sure that the region can access the money it needs to drive long-term economic growth
- **Explore potential future financing initiatives** to fund the Mayor's ambitious agenda for the West Midlands, including land value capture (as used in London for Crossrail), Public Sector Reform Gain Share Fund, Public Sector Pension Fund Investment and Social Investment
- **Agree second and third devolution deals with Government to secure more investment and funding**, particularly revenue funding, for the West Midlands



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*I will make sure our needs are heard
by the Government and that we get the
best possible deal with the EU*

”

7 Make a Success of Brexit

Leaving the EU is the biggest political decision the British people have made in a generation. **In the West Midlands the message was loud and clear: 59% of voters wanted to leave the EU.**

There will be long negotiations between the Government and the other countries in the EU, covering everything from how we sell our goods to the EU, how we team up to track down terrorists, how we collaborate on space technology, to who controls the rules affecting businesses and products. The most important thing is how these changes will affect the people of the West Midlands: our jobs and wages, the price of the food we buy, our ability to travel to Europe.

One of the biggest tasks of the West Midlands Mayor will be to make sure our voice is heard by Government and that we get the best possible deal with the EU. **I will support the Prime Minister in implementing the will of the people.**

SECURE A GOOD DEAL FOR THE WEST MIDLANDS

Negotiations with the European Union will start when the Government triggers Article 50. These will take years and will need tough British negotiators to battle it out with Brussels over the details of trade, regulations and much more. **My role as Mayor would be to make sure that the Government goes into that process knowing what is best for the West Midlands, and to keep pushing them to put our interests first** in their negotiations.

From speaking to voters, I know that by voting for Brexit, many people in the West Midlands wanted to reclaim control from the European Union. **Just as control will move back from Brussels to London, we must make sure that control continues to move from London to the West Midlands.** As Mayor I will work with Government to make sure that the UK and the West Midlands can control their own destiny.

If elected as Mayor, I will:

- **Champion the needs of the West Midlands in Brexit negotiations**, working with the Government
- **Ensure any new system for EU immigration works for West Midlands communities and businesses**
- **Make the most of the billions of pounds of the EU budget** which goes to Brussels which will now come back to the UK and the West Midlands
- **Work with the Government and other EU states to make sure we can protect the rights of EU citizens already living here** in the West Midlands
- **Work with the EU where it clearly benefits the West Midlands**, for example, in university research, teaching and innovation (Horizon 2020 and the Erasmus Study Aboard Programme)
- Make sure the **Government communicates clearly with West Midlands companies** to give them as much clarity as possible on the shape of the final deal with the EU

MAKE THE WEST MIDLANDS THE FREE TRADE CAPITAL OF BRITAIN

The West Midlands is a big exporter of cars, power generation machinery, manufactured goods and services, particularly to the EU, the US and China. We must build on this and go out and sell West Midlands goods and services to the world after Brexit. I want to make the West Midlands the Free Trade capital of Britain.

If elected as Mayor, I will:

- Ask the Government to **prioritise trade deals with key West Midlands export markets**
- **Fight against any EU tariffs or other barriers** to free trade with EU countries, particularly in the manufacturing and car-making industries
- Encourage trade through Midlands Engine initiatives and **lead trade and investment missions to growing markets** such as China, India, USA, Australia and Pakistan to bring jobs to the West Midlands



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*Caring for those who need it most
is a fundamental value for me as a
person, and is one of the main reasons
I want to run for Mayor*
”

8 Care for Those Who Need it Most

Many in the West Midlands are not sharing in our success. It's all very well having shiny new offices in the centre of Birmingham, but if there are no improvements for people in other parts of the West Midlands then something is going badly wrong. **Youth unemployment, rough sleeping, mental health and care for older people, all need the Mayor's attention.**

Our National Health Service is vitally important in caring for people in the West Midlands. The Mayor's role is to support the NHS in any way possible. The primary challenge for the Mayor is to address some of the challenges which lead to people needing the NHS in the first place. The Mayor should be tackling air pollution to reduce lung disease, encouraging walking and cycling to reduce obesity, and tackling deprivation to address associated health problems. The Mayor can help improve the quality of council services such as adult social care and reduce the demands on the NHS. **As Mayor, I am committed to supporting our health service and using any of the Mayor's powers to support that vital work.**

Caring for those who need it most is a fundamental value for me as a person, and is one of the main reasons I want to run for Mayor.

ERADICATE YOUTH UNEMPLOYMENT

Across the West Midlands, youth unemployment has been on the decrease with the number of young people not in work, education or training having halved since 2013. Birmingham has been the top area in the country in terms of numbers, with 6,000 fewer young people unemployed in less than three years, while Coventry and Walsall have both seen decreases of more than 60%.

Youth unemployment remains a major challenge for the West Midlands. **There are still 14,000 young people claiming unemployment benefits across the West Midlands.** It's a waste of their potential and the Mayor needs to do something about it.

If elected as Mayor, I will:

- **Reduce the youth unemployment rate in the West Midlands to zero** by the end of the first three-year term of office
- Secure **further funding for apprenticeships** from Government for young people, for example from the Apprenticeship Levy
- **Extend the Work Coaches programme** across the entire West Midlands area, using the £12 million allocated in the Government's Midlands Engine Strategy
- **Support an early intervention scheme** in the first four weeks of a jobseeker claiming benefits, to stop people getting into long-term unemployment (with Jobcentres)
- **Improve employer / agency collaboration with Jobcentres**, for example encouraging them to conduct job interviews at Jobcentres or hold dedicated jobs fairs for the unemployed
- **Launch other targeted employment initiatives** for particular disadvantaged groups who find it difficult to get into work such as those with few qualifications, with disabilities or from certain minority ethnic groups
- Explore **new models of working with charities and funding employment work with young people**, for example using Social Impact Bonds

ADDRESS ROUGH SLEEPING IN OUR TOWNS AND CITIES

The issue of rough sleeping on our streets in towns and cities across the West Midlands is completely unacceptable and shames us as a region. Rough sleeping is linked to addiction, rehabilitation of offenders and mental health services. Sadly, it is also linked to the support offered to former military personnel. The Mayoral role has to focus on economic issues, but I am determined that the new role should also address the most pressing social issues, and rough sleeping must be a priority.

If elected as Mayor, I will:

- **Launch a Rough Sleeping Taskforce**, bringing together the public, private and charity sector organisations that have a role in preventing rough sleeping
- **Support the Government's rough sleeping 'trailblazer' pilot programmes** in Birmingham and Solihull and push for successful schemes to be rolled out to the whole region
- Explore **new ways of funding help for rough sleepers** such as companies providing financial support and expertise and alternative giving schemes for the public

TACKLE MENTAL HEALTH PROBLEMS

The cost of mental health to our region is staggering. There is a huge emotional burden on those who suffer from mental health problems and their families. Not only that, there is an economic cost, which means that employers must be part of the solution. **4.1 million working days are lost each year in the West Midlands.** This is equivalent to all those on Jobseeker's Allowance and whilst progress on unemployment has been dramatic, mental health issues have remained stubbornly unresolved.

While employers have realised the importance of physical health, we need them to value mental health just as much. Reducing staff sickness and improving productivity makes sense for businesses. After the work of the West Midlands Mental Health Commission, we have the opportunity to lead the world in how we support those with mental health problems.

If elected as Mayor, I will:

- Make the most of the £7 million granted by the Government, to pilot initiatives such as the "Wellbeing Premium" pilot which would give **tax incentives to businesses that offer significant support** to those employees with mental health problems
- **Trial a Housing First service with intensive mental health support** to help those with complex needs to move into housing and work
- Work with police, courts and prisons to **ensure that those in the criminal justice system with mental health problems are supported and treated with respect**
- Develop new approaches to health and care for those with mental health problems, including a **Zero Suicide Ambition to prevent suicides in the region**
- **Launch a programme of educating the public about mental health**, including training 500,000 people across the West Midlands in mental health first aid
- Personally **chair the West Midlands Well-Being Board** to put the recommendations of the West Midlands Mental Health Commission into action

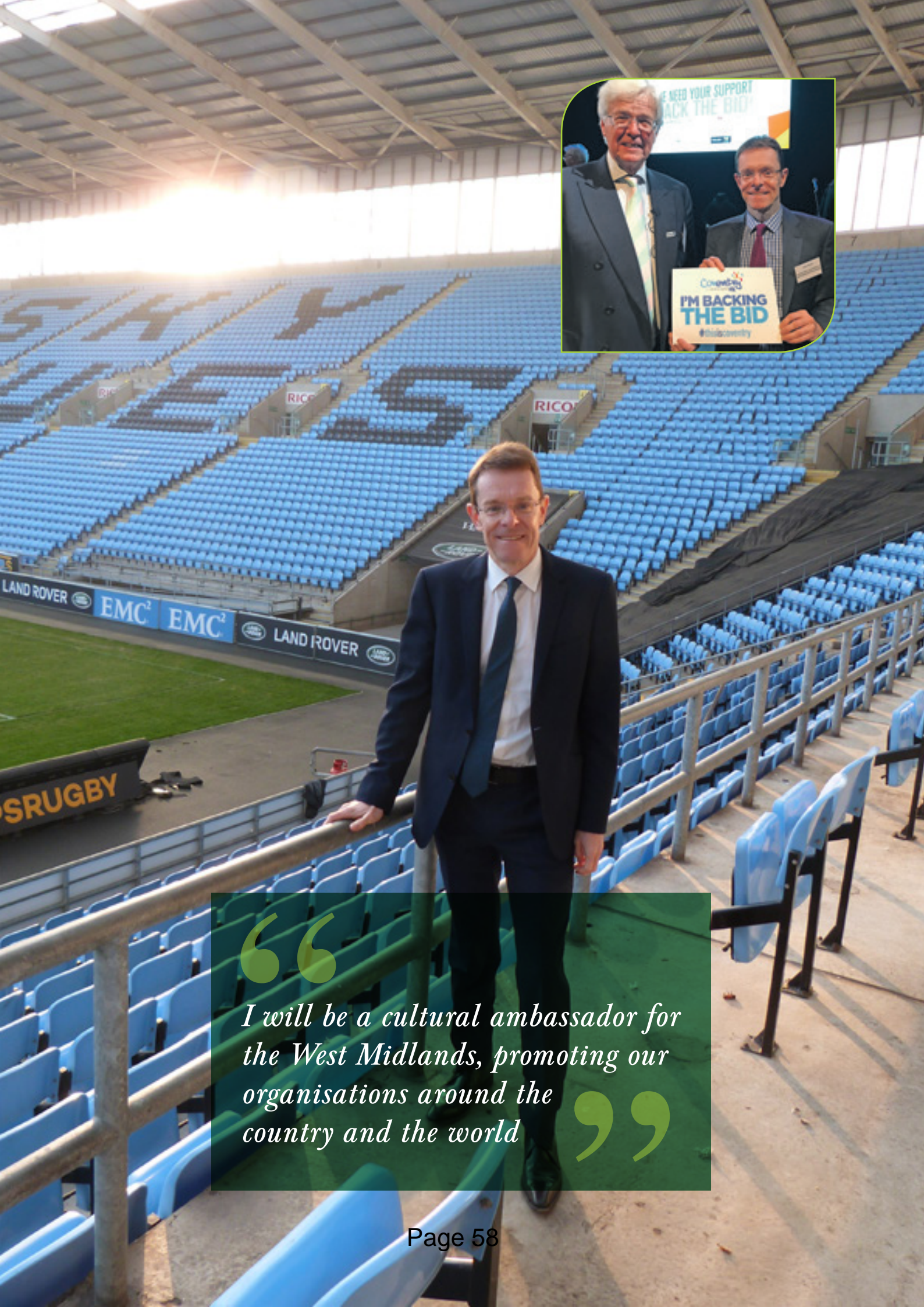
MAKE SURE OLDER PEOPLE HAVE THE SUPPORT THEY NEED

It is our responsibility to make sure that we look after those who have worked hard all their lives. **Older people need freedom and independence to enjoy their retirement, whilst being sure that the very best care is available for them should they need it.** As Mayor, I will make sure that older people in the West Midlands are respected and valued members of society.

If elected as Mayor, I will:

- Make sure that **buses and trains are as accessible as possible to older people**, and **protect the free bus pass**
- Work to **improve the quality of housing for older people**, for example by improving heating and insulation
- **Investigate rolling out the Telecare Non-Emergency Falls Response scheme to help those who fall in their homes**
- Continue the work of the Mental Health Commission to **examine the state of mental health conditions, treatment and care in the West Midlands**, with particular focus on dementia
- Make the West Midlands a great place to live by **supporting our High Streets, cultural organisations, and other activities for older people**
- Explore whether the **John Lewis mutual model could be applied to social care providers** in the West Midlands.





“
I will be a cultural ambassador for the West Midlands, promoting our organisations around the country and the world
”

9 Champion All That Makes the West Midlands a Great Place to Live

USE SPORT TO BRING PEOPLE TOGETHER IN THE WEST MIDLANDS

West Midlands has fantastic sports teams: Villa, Blues, West Brom, Coventry, Wolves, Walsall and many more football teams beside. Edgbaston is home to the successful Warwickshire County Cricket team and hosts international matches, and the Ricoh in Coventry is home to Wasps Rugby. **We need to support all our great teams, whilst looking to see where we can bring in more high-profile sporting events to promote the region.**

If elected as Mayor, I will:

- Support **Birmingham's bid for the Commonwealth Games** in 2026 and secure Government funding so that the business case will benefit the people of the West Midlands, and investigate whether a bid could be successful in 2022
- Bring **world-class sporting events** to the West Midlands, for example, **explore bringing IPL teams to play at Edgbaston**
- Develop plans for a **world-class Electric Superprix on the streets of Birmingham**, to promote the West Midlands automotive industry around the world
- **Support community sports initiatives** to get more young people involved in sport
- **Make the West Midlands a centre of excellence for women's and disabled sports**, for example supporting the This Girl Can initiative

BECOME THE CHAMPION OF WEST MIDLANDS CULTURE

The West Midlands is home to a number of world-class arts organisations, such as the Birmingham Royal Ballet, the City of Birmingham Symphony Orchestra, and the REP. In addition to these organisations, the West Midlands is a melting pot of music, art, theatre and dance from all of the cultures of the people who live here. **We are sitting on a treasure trove of artistic talent, venues and activity.**

Yet the arts are not supported in the way they should be at the moment. **Funding is heavily skewed towards London arts organisations, and the West Midlands does not get its fair share.** I will strive to help the West Midlands find long-term financial sustainability for the arts, with a combination of money from Government, businesses and private individuals. I will be a cultural ambassador for the West Midlands, promoting our organisations around the country and the world.

If elected as Mayor, I will:

- Support **Coventry's bid for 2021 UK City of Culture**
- Support the **move of the Government Art Collection to the West Midlands**
- Support the **redevelopment of the Birmingham Museum and Art Gallery**
- Explore **new funding opportunities for arts organisations**, including changes to tax treatment of donations from businesses and individual donors, following the work of the Culture Central inquiry
- Personally **support applications for Arts Council funding** and other grants by West Midlands arts organisations
- **Set up a Mayor's Fund to support small-scale community cultural activities** in the West Midlands
- Explore whether the **canals of the West Midlands could be designated a UNESCO World Heritage site**
- **Encourage national and international tourism in the West Midlands**, making the most of our cultural assets
- Support the plans to build a **world-class film studio complex at the NEC**

10 Be the Most Transparent Mayor in Britain

I know how hard it was for John Lewis to build a reputation as Britain's most trusted retailer. It takes years of work. **I want to earn your trust by being as open as possible about what the Mayor is doing and who the Mayor is meeting. I want to keep the costs of the Mayor's office as low as possible and make sure that the Mayor's office pays for itself.** I want to make sure that we track how well the Mayor is doing, and that the Mayor gets paid when there are real improvements in people's lives.

I have run my campaign as I mean to go on. I have held open public Ask Andy meetings across the whole region where anyone can ask me anything. I want to be the most transparent Mayor in Britain.



If elected as Mayor, I will:

- In addition to the work of the West Midlands Combined Authority Board and executives, **I will appoint a number of Mayoral Taskforces to tackle particular priority issues** (Rough Sleeping, Integration, Future High Streets, the Third Sector and a Finance Commission to begin with)
- **Include representatives of all types of organisations on my Mayoral Taskforces**, including trade unions, businesses, charities, faith groups and educational institutions
- **Take a collaborative approach to leadership:** working together with councils, whatever their party colour, and Local Enterprise Partnerships
- **Get paid based on results.** The Mayor's salary should have a minimum and a cap, then be decided based on how well the West Midlands performs, for example, how many jobs are created, how many homes are built and how well the economy does compared to other regions
- **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
- Hold **Ask Andy public meetings at least every three months** to meet people from all across the West Midlands and listen to their views, either in person, as a radio phone-in or online
- Keep the **costs of the Mayor's office low**, for example, there will be no new Mayoral building
- **Spend time working across the whole region** hot-desking across the seven boroughs
- Publish **online registers of the Mayor's expenses and any meetings held** with companies or interest groups
- Become a **world-leading region in Open Data initiatives**, to give citizens and businesses the data they need to help their businesses grow, whilst protecting the privacy of individuals

“

*I have run my campaign as
I mean to go on. I want to
be the most transparent
Mayor in Britain*

”

Andy's 2020 Aims

My Renewal Plan for the West Midlands is a thought-through plan for what I hope to achieve as Mayor in my first three years. I want it to be ambitious and stretch us all to do better, so that we can restore pride in the West Midlands.

Here are the ways I want all our lives to have changed by 2020:

- ✔ Your commute in the West Midlands will be quicker, with less traffic, and more punctual and less crowded public transport
- ✔ We will have built 25,000 new homes in the West Midlands
- ✔ Zero young people will be unemployed or not in skills training
- ✔ We will see a significant reduction in anti-social behaviour, especially on buses and trains
- ✔ The West Midlands economy will be the fastest growing of any city region in Britain
- ✔ Mental health problems will be decreasing not increasing
- ✔ Wages in the West Midlands will be increasing faster than any other city region in Britain
- ✔ We will establish the role of Mayor as so important that turnout in the Mayoral Election in 2020 will be 5% higher than in 2017

My First 100 Days as Mayor

As Mayor, I want to get started quickly and improve things for people as soon as possible. These are some of the things I want to achieve in my first hundred days:

- 1** Agree Action Plans with each of my Mayoral teams on Transport, Housing and Jobs
- 2** Launch quick congestion busting measures, such as reviewing traffic light timings and roadwork plans on the M6 and other key routes
- 3** Find Mayor's Mentors for 1,000 young people in the West Midlands
- 4** Go to No. 10 Downing Street to meet the Prime Minister and discuss how Government can help deliver our priorities in the West Midlands
- 5** Lead West Midlands businesses on a trade mission to a fast-growing market, for example Silicon Valley
- 6** Bring Brexit Cabinet Ministers to the West Midlands to meet businesses and members of the public in a Brexit Summit
- 7** Hold my first Mayoral Ask Andy where members of the public can ask me any questions they have
- 8** Set the date of the first Mayor's Community Day of charity activities across the West Midlands
- 9** Convene a West Midlands Faith Leaders Summit to agree priorities for the Mayor in community relations and integration
- 10** Build my Mayoral leadership team by appointing executives to key roles

Join my campaign

If you like my Renewal Plan for the West Midlands, and you believe that together we can reclaim our rightful place in the world, I would love to have your help with my campaign:

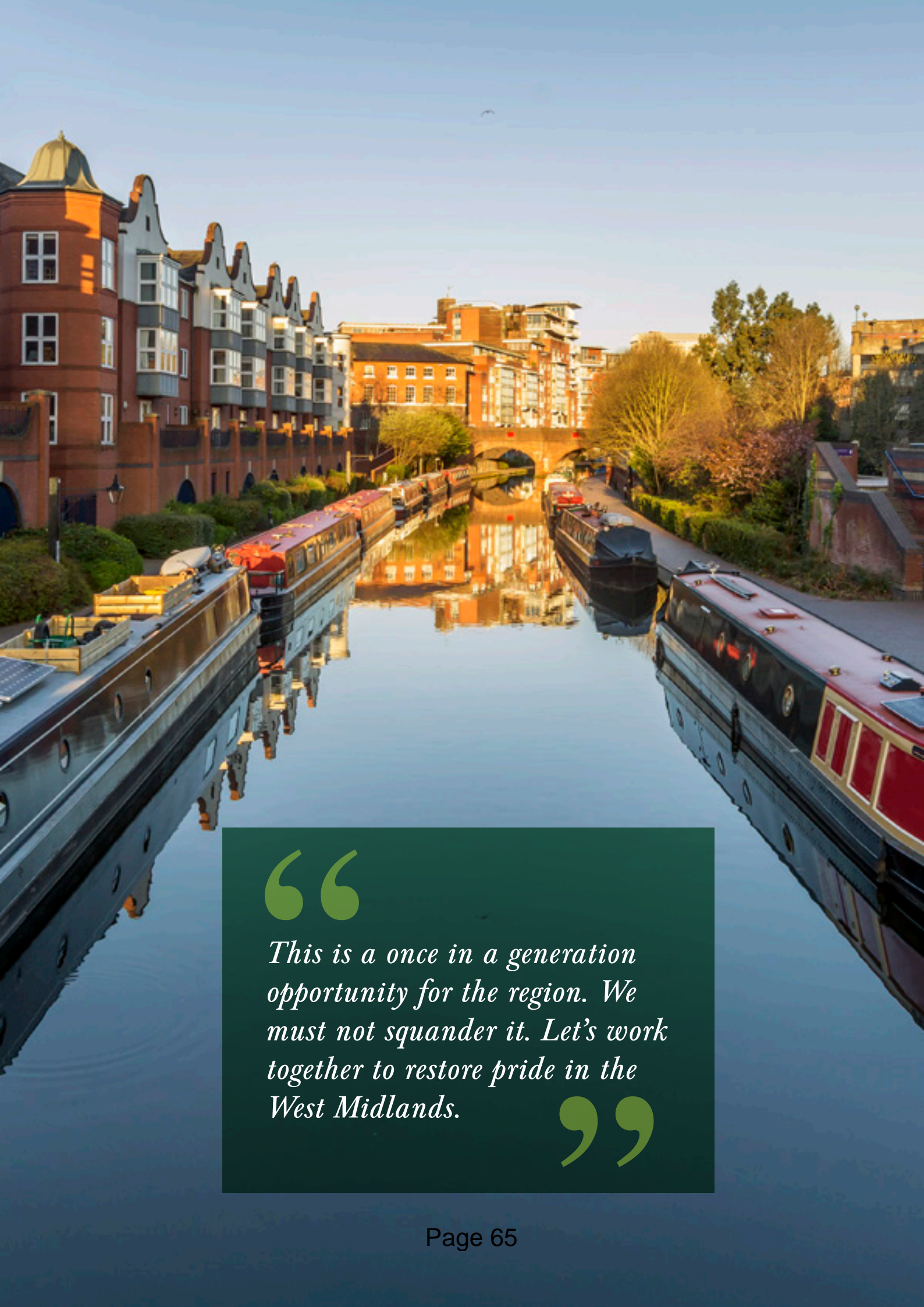
- **Volunteer to help canvass voters or deliver leaflets**
- **Help call voters as part of our campaign phone banks**
- **Sign up to receive updates on the campaign**
- **Spread the word about Andy on social media**
- **Tell your family and friends about Andy**
- **Donate to Andy's campaign**

Visit our website to find out more:

 andy4wm.co.uk

 fb.me/andy4wm





“

This is a once in a generation opportunity for the region. We must not squander it. Let's work together to restore pride in the West Midlands.

”





WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board Meeting

Date	23 June 2017
Report title	Performance Reporting
Portfolio Lead	Andy Street – Mayor of the West Midlands
Accountable Chief Executive	Martin Reeves – Chief Executive of the WMCA Email: martin.reeves@coventry.gov.uk
Accountable Employee	Jennifer Brake – Advisor to the Chief Executive Email: jennifer.brake@wmca.org.uk
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:

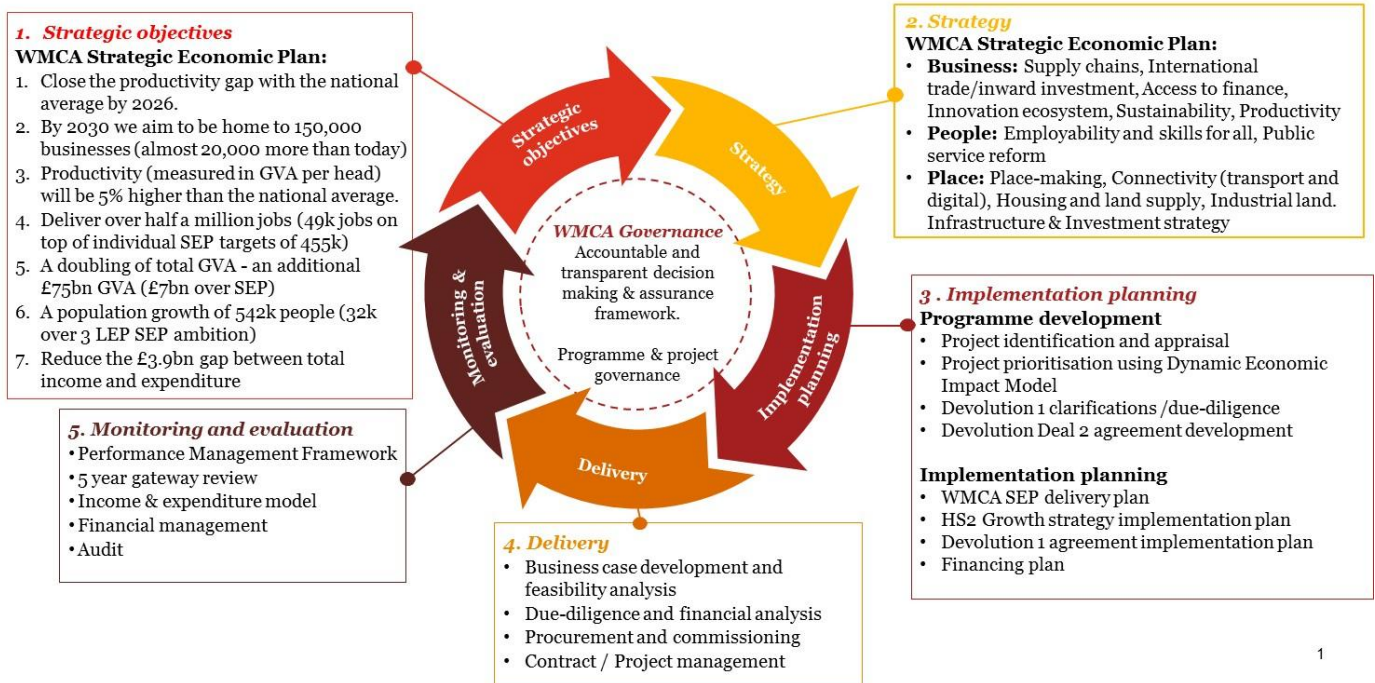
- Sustainability: Resource efficient economy to stimulate new technology and business.

- 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.

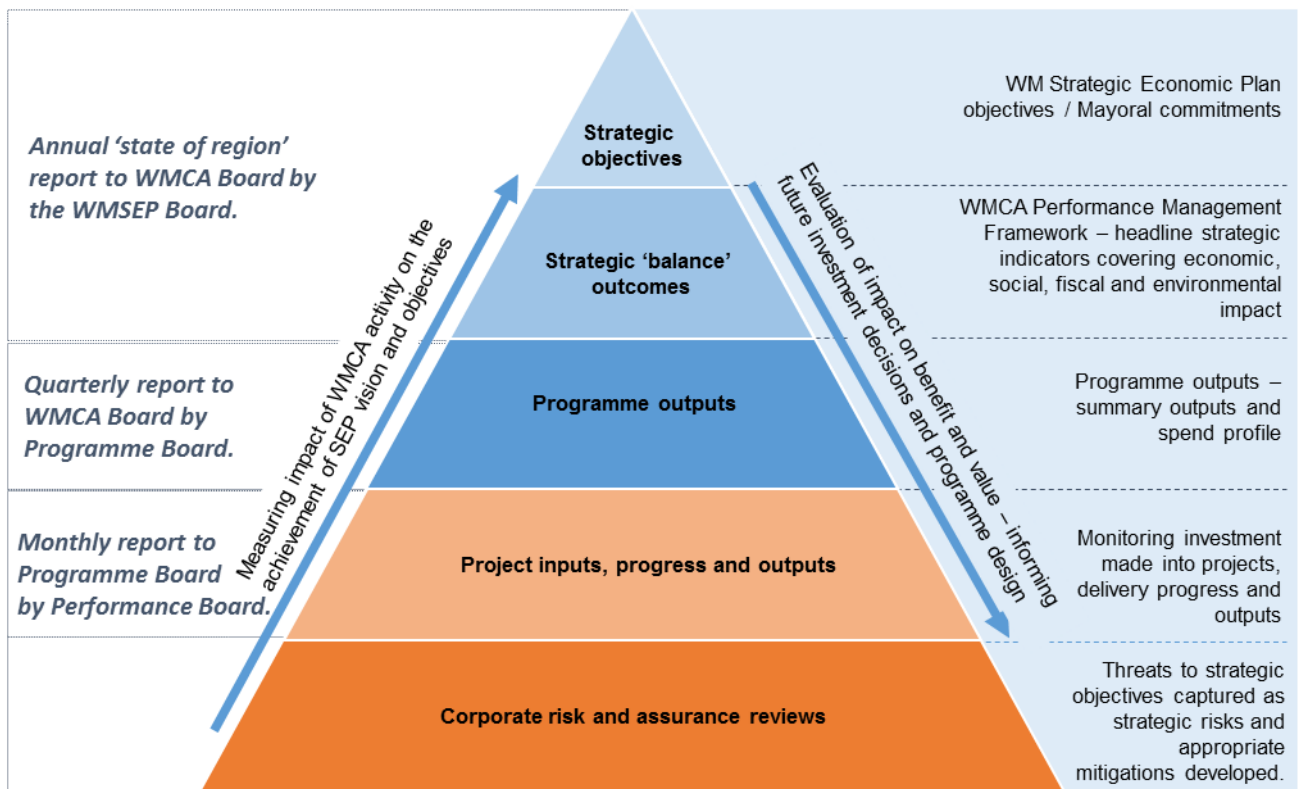
4.0 Proposed development of WMCA performance reporting

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

Outcomes	Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013	Scale of the Challenge
ECONOMIC GROWTH - Improved GVA for the region in line with the UK average	O1. GVA per Head	£21,537	+£442	+7.0% WMCA +5.8% UK	+£4,064 GVA per head
	B1. GVA per employee	£49,706	+£28	+6.8% WMCA +2.4% UK	+£19,832 GVA per employee
	D2. GVA in transformational sectors	£71.3bn	+£2.4bn	+6.2bn +9.0% WMCA +7.4% UK	£40.7bn GVA
BUSINESS - Improved the productivity of our businesses focussing on our growth sectors	B3. No. of Business Births 55 per 10,000 population	22,430 business births	+3,485 business births +15.5% WMCA +8.5% UK	+3,625 business births +19.3% WMCA +10.6% UK	59 per 10,000 population +1,468 births per annum
FISCAL - Secure better for less from our public services	B4. Jobs in Transformational Sectors	1.27m	+55,000 jobs +4.6%	+82,000 jobs +6.9% WMCA +4.9% UK	+194,400 Jobs
	B5. Total Jobs	2m	+54,200 jobs	+101,000 Jobs +5.0% WMCA +4.9% UK	+400,000 Jobs
	B6. Employment Rate	68.8%	+0.4pp	+1.55pp WMCA +2.7pp UK	73.9% +5.11pp
	F1. Income & Exp. Balance	-£4.5bn	+£0.6bn	+£0.6bn +15.4%	No fiscal gap +£4.5bn
	P1 - Reduce % of people in top 10% most deprived areas	20%	0.02pp	0.9pp WMCA +0.05 pp Eng.	10% of people
PEOPLE - Improved Life Chances for all	P2. - Better employment, health and wider outcomes for people with complex needs	To be developed			
	P3. (i) Average earnings	£27,151	+5.1%	+4.9% WMCA +4.5 UK	+1,062
	(ii) % of employees earning above UK living wage	To be developed			
SKILLS - Improved skill levels at all ages so that people have the skills and qualifications to access jobs. Ignite/Retene/Accelerate	P4. % Working Age Population (WAP) with No Qualifications	13% 329,400 people	-1.5 pp -36,200 people	-119,867 people -1.6 pp WMCA -1.3pp UK	+ 4.7 pp + 119,867 people
	P5. % Working Age Population with NVQ1	12% 302,600 people	+0.1 pp + 3,700 people	-9,200 people -0.5 pp WMCA -0.9pp UK	Ahead of UK + 1 pp 24,905 people
	P6. % Working Age Population with NVQ2	16.8% 423,300 people	+ 0.2 pp + 5,200 people	-7,300 people -0.5 pp WMCA +0.9pp UK	Ahead of UK + 0.9 pp +21,905 people
	P7. % Working Age Population with NVQ3	16.3% 410,400 people	0.3pp -8,700 people	-25,600 people -1.2 pp WMCA +0.1pp UK	+ 0.8 pp +21,290 people
	P8. % Working Age Population with NVQ4+	30.4% 774,300 people	0.03pp 7,700 people	+86,500 people +2.8 pp WMCA +3.1 pp UK	+7.6 pp +185,010 people
	P9. No. of Apprenticeships starts	42,040	-1,190 -2.8%	+ 6,030 +16.7% WMCA +15.9% England	+42,219 per annum
	P10. Schools above national average GCSE pass rate A* - C including Maths and English)	46%	48.5% -2.5pp WM Met -1.5pp England	52.6% -6.6pp WMCA -4.1pp England	+ 7.5% schools
	P11. NEETs aged 16-18	4,420 (4.4%)	-1,450 -24.7%	-1,950 -30.5% WM Met -19.9% England	4.2% -228 NEETS
	HEALTH - Better quality of life for all: improved health (inc. Mental health) and well being	P12. Healthy Life Expectancy (HLE) at Births - Males & Females	Males (M) = 79.3 years Females (F) = 80.9 years	+0.03 years	-0.6 WM Met WM Met -0.2 years England -0.01 years WM Met -0.2 years England
P13. Reduced inequality in HLE for Males & Females		To be developed			
P14. Health inequality gap by years between most and least deprived areas		M = 7.4 years F = 9 years (WM Met)	M - +1.2 F = -0.9	M = +1.3 F = 1.3	No gap Reduce gap by 7.2 years for males and 9 years for females
P15. Employment rate gap for those with in contact with secondary mental health services		58.9 %	-0.6pp	+1.5pp WMCA +0.01pp England	Ahead of England + 8.3pp (67.2%)
P16 - Rates of suicide		10.1	+0.4	1.8 WMCA +2.2 England	No suicides -410 suicides
P17 - % Physically Inactive Adults		24.8% WMCA			22% +90,524 participants
CRIME - Reduced offending and re-offending		P18 - No of Offenders	32,008 7.9 offenders per 1,000 population	-1,364 4.1%	-7,170 -7.6%
	P19 - Re-offending rates (per 100,000)	24.9% (2014)	+0.3p	-0.1pp WMCA -0.3pp Eng	Ahead of England - 0.55pp
	P20 - Number of first time entrants to Youth Justice System	454	+3.3%	-0.1pp WMCA -0.3pp Eng -17.6% Eng.	-85 first time entrants
PLACE ACCESSIBILITY - Improved the connectivity of people to businesses to jobs and markets	P21. Youth Claimants aged 18-24	14,805	+1,515 +11.4%	-11,240 -43.2% WMCA -46.4% UK	-4,781 youth claimants -32%
	P22. Claimant Count (18-64)	67,705	+5,085 +8.1%	-35,755 -34.6% WMCA -37.5% UK	-16,957 claimants -27%
INFRASTRUCTURE - Improved the quantity of high quality readily available development sites	P11. Broadband Connectivity	93.7% 1.13m premises	+2.3pp	+2.4pp 7 MET +14pp UK	100% +75,793 premises
	P12. % residents able to access 3 or more strategic centres including Birmingham City Centre, accessible by public transport within 45 mins travel time in the am peak	41% (WM Met)	1.3pp	3.2pp	75% +34pp
	P13. Journey time reliability	To be developed			
SUSTAINABILITY - Resource efficient economy to stimulate new technology and business	P14. Mode Share of all Journeys: i). Mode Share of all journeys by car, public transport, cycling & walking ii). Percentage of car journeys non-single occupancy	Car (64%) Public Transport (11%) Walk (22%) Cycle (1%) Taxi (2%) 82%	Car +1% Public Transport (2%) Walk No change Cycle No change Taxi +1% No change		45% car mode share Car (- 19%)
	P15. No./ha available for housing developments	To be developed			
SUSTAINABILITY - Resource efficient economy to stimulate new technology and business	P16. No./ha available for employment development sites	To be developed			
	P17. Land Uplift value	To be developed			
	E1. CO ₂ emitted within SEP area by transport, businesses and homes	21,564 ktCO ₂ (2014)	167 ktCO ₂ 0.8%	-1.6% WMCA 6.3% UK	1 -7,681 ktCO ₂
E2. No. of days poor air quality per year (rated 4 or higher on the Daily Air Quality Index)	40 days	12 days	11 days WMCA 16 days UK	40 days	

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Board Meeting

Date	23 June 2017
Report title	Appointment of WMCA Boards and Committees 2017-2018
Portfolio Lead	Andy Street - Mayor / Chair of the WMCA
Accountable Chief Executive	Keith Ireland, Clerk to the Combined Authority Email keith.ireland@wolverhampton.gov.uk Tel (01902) 554500
Accountable Employee	Tim Martin, Head of Governance, WMCA Email tim.martin@wmca.org.uk Tel (0121) 214 7435
Report to be/has been considered by	WMCA Programme Board - 2 June 2017

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Note the members nominated by constituent, non-constituent and observer member authorities to sit on the WMCA Board and its committees/sub-boards as detailed in appendix A.
2. Appoint the chairs of the Audit, Risk & Governance Committee, Investment Board, Overview & Scrutiny Committee, Transport Delivery Committee and Wellbeing Board.
3. Appoint a representative to sit on the West Coast 250 campaign group.
4. Agree the timetable of meetings for 2017 - 2018 as detailed in appendix B

1. Purpose

- 1.1 To note the appointments made by constituent, non-constituent and observer member authorities to the WMCA Board and its committees/sub-boards for 2017/18.
- 1.2 To agree the timetable of meetings for the WMCA Board and its committees/sub-boards for 2017 - 2018.

2. Background

- 2.1 In addition to the WMCA Board meeting itself, there are a number of other committees and boards that meet throughout the year to discharge the authority that has been delegated to them by the West Midlands Combined Authority. Each constituent, non-constituent and observer member authority has made appointments for its representatives to sit on these meetings. The constitution adopted by the WMCA Board at its meeting on 7 April 2017 specifies the representation authorities have at each meeting.

3. Membership of Boards/Committees

- 3.1 Appendix A sets out all of the appointments made for 2017 - 2018 by the constituent, non-constituent and observer members of the Combined Authority at their recent AGMs.

4. Appointment of Committee/Board Chairs

- 4.1 Along with agreeing the membership of its committees/sub-boards, the WMCA Board must also appoint the chairs of these meetings, specifically:
 - Audit, Risk & Assurance Committee (currently independent member David Lane)
 - Investment Board (Councillor Izzi Seccombe *but see below*)
 - Overview & Scrutiny Committee (currently Councillor Peter Hughes)
 - Transport Delivery Committee (currently Councillor Richard Worrall)
 - Wellbeing Board (currently Portfolio Lead for Wellbeing)
- 4.2 It had been intended to appoint an independent member to chair the Investment Board, but a report earlier in the agenda of this meeting is proposing that this appointment be put on hold and that the Investment Board continue to be chaired by an existing elected member of the board.

5. Timetable of Meetings

- 5.1 Appendix B sets out a timetable of meetings for the WMCA Board and its other committees/boards.

6. Review of Boards

- 6.1 As a result of the evolving and maturing nature of the governance structures within the WMCA, there has been a small number of meetings envisaged when the Combined Authority was first established that it has not been necessary to utilise, principally due to particular workstreams being dealt with through a different approach. These meetings were:

- Skills and Employment, Troubled Individuals and Criminal Justice Working Group
- Productivity Working Group

6.2 It is therefore intended to remove these particular meetings from the constitution, helping to give clarity to the policy development and decision making processes that remain.

7. Outside Bodies

7.1 The WMCA is also directly represented on an outside body whose appointment is ratified at this meeting:

- **West Coast 250 Campaign**

This is a campaign for the modernisation of the West Coast Main Line railway, which links directly London to Birmingham, Holyhead, Liverpool, Manchester and Glasgow. 39 local authorities and 22 other organisations along the West Coast Main Line (WCML) currently support the campaign. Membership enables local authorities to keep informed on the progress of the WCML upgrade and on many other matters relating to the policy and service issues on the line.

Councillor Roger Lawrence represented the WMCA at meetings during 2016 - 2017.

8. Financial implications

8.1 There are no direct financial implications arising out of the contents of this report.

9. Legal implications

9.1 There are no direct legal implications arising out of the contents of this report.

10. Equalities implications

10.1 There are no direct equalities implications arising out of the contents of this report.

West Midlands Combined Authority Board

Representing	Nominee	Substitute
Birmingham City Council	Councillor John Clancy Councillor Ian Ward	Councillor Brett O'Reilly Councillor Stewart Stacey
City of Wolverhampton Council	Councillor Roger Lawrence Councillor Peter Bilson	Councillor Andrew Johnson Councillor John Reynolds
Coventry City Council	Councillor George Duggins Councillor Abdul Khan	Councillor Jim O'Boyle Councillor Kevin Maton
Dudley Metropolitan Borough Council	Councillor Patrick Harley Councillor Pete Lowe	Councillor David Vickers Councillor Judy Foster
Sandwell Metropolitan Borough Council	Councillor Steve Eling Councillor Paul Moore	Councillor Preet Kaur Gill Councillor Steve Trow
Solihull Metropolitan Borough Council	Councillor Bob Sleight Councillor Ian Courts	Councillor Robert Hulland Councillor Ted Richards
Walsall Metropolitan Borough Council	Councillor Sean Coughlan Councillor Lee Jeavons	Councillor Diane Coughlan Councillor Tina Jukes
Black Country LEP	Stewart Towe	Ninder Johal
Cannock Chase District Council	Councillor George Adamson	Councillor Gordon Alcott
Coventry & Warwickshire LEP	Jonathan Browning	Nick Abell

Greater Birmingham & Solihull LEP	Steve Hollis	Chris Loughran
Herefordshire Council	Councillor Tony Johnson	Councillor Patricia Morgan
The Marches LEP	Graham Wynn	Frank Myers
North Warwickshire Borough Council	Councillor David Humphreys	Councillor David Wright
Nuneaton & Bedworth Borough Council	Councillor Dennis Harvey	Councillor Julie Jackson
Redditch Borough Council	Councillor Bill Hartnett	Councillor Pat Witherspoon
Rugby Borough Council	Councillor Michael Stokes	Councillor Heather Timms
Shropshire Council	Councillor Peter Nutting	Councillor Steve Charmley
Stratford-on-Avon District Council	Councillor Chris Saint	Councillor Stephen Thirlwell
Tamworth Borough Council	Councillor Steve Claymore	Councillor Danny Cook
Telford & Wrekin Council	Councillor Shaun Davies	Councillor Lee Carter
Warwickshire County Council	Councillor Izzi Seccombe	Councillor Peter Butlin

Audit, Risk & Assurance Committee

Representing	Nominee	Substitute
Birmingham City Council	Councillor Mariam Khan	Councillor Carl Rice
City of Wolverhampton Council	Councillor Craig Collingswood	Councillor Tersaim Singh
Coventry City Council	Councillor Sucha Bains	Councillor Naeem Akhtar
Dudley Metropolitan Borough Council	Councillor Steve Clark	Councillor Simon Phipps
Sandwell Metropolitan Borough Council	Councillor Kerrie Carmichael	Councillor Jackie Taylor
Solihull Metropolitan Borough Council	Councillor Margaret Bassett	Councillor Brian Holmes
Walsall Metropolitan Borough Council	Councillor Keith Chambers	Councillor Ian Robertson
Shropshire non-constituent authorities	<i>Shropshire appointment TBC</i>	Councillor Rob Sloan
Staffordshire non-constituent authorities	Councillor Maureen Freeman	Councillor Michael Sutherland
Warwickshire non-constituent authorities	Councillor June Tandy	Councillor Bob Copland
Worcestershire non-constituent authorities	Councillor John Fisher	Councillor Mark Shurmer
LEP representative	Sean Farnell	TBC
Independent member	David Lane	-

Investment Board

Representing	Nominee
Birmingham City Council	Councillor Majid Mahmood
Coventry City Council	Councillor Jim O'Boyle
Solihull Metropolitan Borough Council	Councillor Robert Hulland
Warwickshire County Council	Councillor Izzi Seccombe
Joint Dudley/Sandwell/ Walsall/Wolverhampton representative	Councillor Sean Coughlan
Black Country LEP	Paul Brown
Coventry & Warwickshire LEP	Nick Abell
Greater Birmingham & Solihull LEP	Gary Taylor

Overview & Scrutiny Committee

Representing	Nominee	Substitute
Birmingham City Council	Councillor Yvonne Mosquito Councillor Peter Douglas Osborn Councillor Claire Spencer	Councillor John O'Shea Councillor Gareth Moore Councillor Zafar Iqbal
City of Wolverhampton Council	Councillor Stephen Simkins	Councillor Jacqueline Sweetman
Coventry City Council	Councillor John Mutton	Councillor Joe Clifford

Dudley Metropolitan Borough Council	Councillor David Sparks Councillor Simon Phipps	Councillor Rachel Harris Councillor Steve Clark
Sandwell Metropolitan Borough Council	Councillor Peter Hughes	Councillor Chris Worsey
Solihull Metropolitan Borough Council	Councillor Diana Holl-Allen	Councillor Kate Wild
Walsall Metropolitan Borough Council	Councillor Rose Burley	Councillor Eddie Hughes
Joint Dudley/Sandwell/ Walsall/Wolverhampton representative	Councillor Ian Shires +1	Councillor Daniel Barker
Joint Coventry/Solihull representative	Councillor Richard Brown	Councillor John McNicholas
Shropshire non-constituent authorities	<i>Shropshire appointment</i>	Councillor Nathan England
Staffordshire non-constituent authorities	Councillor Paul Whitton	Councillor Maureen Freeman
Warwickshire non-constituent authorities	TBC	TBC
Worcestershire non-constituent authorities	Councillor Nina Wood-Ford	Councillor Jenny Wheeler
Black Country LEP	Paul Brown	TBC
Greater Birmingham & Solihull LEP	TBC	TBC
Coventry & Warwickshire LEP	Sarah Windrum	TBC

Transport Delivery Committee

Representing	Nominee
Birmingham City Council	Councillor Robert Alden Councillor Phil Davis Councillor Mohammed Fazal Councillor Kath Hartley Councillor Timothy Huxtable Councillor Chaman Lal Councillor Keith Linnecor
City of Wolverhampton Council	Councillor Judith Rowley Councillor Daniel Warren
Coventry City Council	Councillor Pervez Akhtar Councillor David Welsh
Dudley Metropolitan Borough Council	Councillor David Stanley Councillor Mohammed Hanif
Sandwell Metropolitan Borough Council	Councillor Roger Horton Councillor Gurcharan Sidhu
Solihull Metropolitan Borough Council	Councillor Diana Holl-Allen Councillor Ted Richards
Walsall Metropolitan Borough Council	Councillor Adrian Andrew Councillor Richard Worrall

Wellbeing Board

Representing	Nominee
WMCA Wellbeing Portfolio Lead	<i>TBC</i>
Birmingham City Council	Councillor Paulette Hamilton
City of Wolverhampton Council	Councillor Paul Sweet
Coventry City Council	Councillor Kamran Caan
Dudley Metropolitan Borough Council	Councillor Peter Miller
Sandwell Metropolitan Borough Council	Councillor Ann Shackleton
Solihull Metropolitan Borough Council	Councillor Ken Meeson
Walsall Metropolitan Borough Council	Councillor Ian Robertson
Nuneaton & Bedworth Borough Council	Councillor Barry Longden
Warwickshire County Council	Councillor Les Caborn

West Midlands Combined Authority Meeting Schedule 2017/18

Meeting	June 2017	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018
WMCA Board (1100 - 1300)	23 (AGM)	21	11 <i>(prov)</i>	8	13	10	8	12	9	9	13	11	22 (AGM)
Audit, Risk & Assurance Committee (1000 - 1200)	16 (1300)			15		17		19		16			15
Investment Board (1000 - 1200)	26	31			3, 30	27	18	29	26	26	30		4, 25
Overview & Scrutiny Committee (1000 - 1200)		4		12		21		23		20			
Transport Delivery Committee (1300 - 1500)	5	10		4	9	6	4	8	5	5	9	14	11
Wellbeing Board (1330 - 1530)		28 (1430)			6			19			20		

[PUBLIC]



WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board Meeting

Date	23 June 2017
Report title	Appointment of WMCA Statutory Officers
Portfolio Lead	Andy Street - Mayor / Chair of the WMCA
Accountable Chief Executive	Keith Ireland, Clerk to the Combined Authority Email keith.ireland@wolverhampton.gov.uk Tel (01902) 554500
Accountable Employee	Tim Martin, Head of Governance Email tim.martin@wmca.org.uk Tel (0121) 214 7435
Report to be/has been considered by	WMCA Programme Board - 2 June 2017

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Confirm the appointment of the statutory and other officer posts as set out within section 2 of the report.
2. To receive further reports on changes to these appointments as the permanent officer leadership team join the West Midlands Combined Authority later this year.

1. Purpose

- 1.1 The report makes recommendations regarding the appointment of staff to a number of key statutory and other posts within the WMCA.

2. Background

- 2.1 At the WMCA AGM on 29 June 2016, members approved the appointment of a number of statutory and officer posts within the WMCA, subject to these appointments being reviewed at the time of the 2017 - 2018 AGM. The WMCA is therefore recommended to re-confirm the following officer appointments:

Statutory Posts

- Head of Paid Service - Martin Reeves (based on officer sharing arrangements under s.113 of the Local Government Act 1972, 2 - 3 days a week)
- s.151 Officer - Mark Taylor (based on officer sharing arrangements under s.113 of the Local Government Act 1972, 2 - 3 days a week)
- Monitoring Officer - Keith Ireland (based on officer sharing arrangements under s.113 of the Local Government Act 1972, based on time required)

Other Posts

- Clerk to the Combined Authority - Keith Ireland (based on officer sharing arrangements under s.113 of the Local Government Act 1972, based on time required)

Legal Adviser Post

- 2.2 Following the recent appointment of Tim Martin as the WMCA's Head of Governance, it is proposed that he take over the responsibility of providing legal advice to meetings of the WMCA Board. The role was previously undertaken by Andrew Kinsey, Legal Services Manager at Solihull Metropolitan Borough Council.

3.0 Future Arrangements

- 3.1 The WMCA is currently undertaking a recruitment exercise for the post of Chief Executive and other Director-level positions. Once successful appointments to these posts have been made, it may be necessary to review and re-assign the WMCA's statutory officer posts to reflect these new appointments. A report will therefore be submitted to a Board meeting later in the year following the conclusion of the recruitment exercise.

4. Financial implications

- 4.1 There are no direct financial implications arising out of the contents of this report for the Clerk, Monitoring Officer and Legal Adviser. A further report on this agenda deals with the financial implications of the Chief Executive role.

5. Legal implications

5.1 There are no direct legal implications arising out of the contents of this report.

6. Equalities implications

6.1 There are no direct equalities implications arising out of the contents of this report.

7. Schedule of background papers

7.1 Report to WMCA Board - 29 June 2016.

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WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board

Date	23 June 2017
Report title	Policy Research Plan
Portfolio Lead	Andy Street - Mayor / Chair of WMCA
Accountable Chief Executive	Martin Reeves Email Martin.Reeves@coventry.gov.uk
Accountable Employee	Jason Lowther Email Jason.lowther@birmingham.gov.uk
Report to be/has been considered by	Programme Board

Recommendation for decision:

The Combined Authority Board is recommended to:

1. Endorse the Policy Research Plan

1.0 Purpose

1.1 To approve the draft WMCA Policy Research Plan.

2.0 Background

2.1 Robust research and intelligence helps the Combined Authority by informing debates, exploring options, freeing up resources, and evaluating new ways of working. The proposed strategic vision for research and intelligence is:

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

2.2 In January the Programme Board supported proposals for the future operating model for research and intelligence in the WMCA, developed by a Working Group involving officers nominated by each partner. This work complements the wider engagement with local universities.

2.3 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.

2.4 The proposed 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 and adapt quickly
- Understanding local people, particularly those with multiple needs: so that we can learn how to transform social and economic outcomes for this group.

2.7 The Policy Research Plan (attached) sets out how this programme will be delivered.

2.8 The Plan sets out the proposed governance arrangements (section 5) including a WMCA Research Delivery Group to drive the research programme, provide a single point of contact for each partner on research issues, and help to resolve problems.

2.9 The Plan proposes agreeing and initiating a series of “quick win” pilots to test the value of improved information sharing. Based on initial discussions with the Working Group and research analysts, officers have shortlisted six areas around air quality, housing/homelessness, and procurement. An initial workshop to agree on the pilot themes with the Research Delivery Group and subject experts is planned.

2.10 The workstream around “understanding local people” through better information sharing will require external support to develop the “roadmap” and initial Information Sharing Charter. Finance for this is in the WMCA PSR budget. It is proposed that an open tender is issued to procure the most appropriate provider(s) for this support.

2.11 As part of the Public Service Reform programme, Cities and Local Growth West Midlands kindly provided a seconded Civil Service Fast Stream officer to support the development of the CA’s approach to evaluation. This work included facilitation of a workshop with policy leads and academics specialising in evaluation work. The resulting proposals are included as section 3 of the attached report, for implementation through the Policy Research Plan.

3.0 Wider WMCA Implications

3.1 One or more non constituent member representatives are invited to be part of the proposed Research Delivery Group.

4.0 Financial implications

4.1 The proposals have been developed to minimise additional costs to the WMCA, by making creative use of existing resources and budgets. The WMCA budget includes provision to take forward the main aspects of this Plan including the development and piloting of the approach to evaluation, information sharing support, economic intelligence and transport research and support to the WMCA Policy Commissions.

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

4.3 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.

4.4 Universities West Midlands, which represents the Higher Education Institutions (HEIs) in the WMCA area, is developing an “Expert Guide” to facilitate on-going engagement with relevant academic experts on the areas identified in the Plan. This engagement might include discussions, think pieces and/or expert blogs, as well as any commissioned research.

4.5 We are also interested in exploring further areas of collaboration with local HEIs, national government and the What Works Centres, and research funding organisations. This work complements the wider engagement with local universities.

5.0 Legal implications

5.1 Research will be planned and completed in line with relevant legislation, for example the Data Protection Act, to include any necessary Information Sharing Agreements.

6.0 Equalities implications

6.1 Effective research and intelligence will support WMCA equalities responsibilities.

7.0 Other implications

7.1 None noted.

8.0 Schedule of background papers

8.1 WMCA Research and Intelligence Review (Programme Board, Jan 2017)

8.2 WMCA Policy Research Plan Draft (Programme Board, April 2017)

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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/>

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)

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>

DRAFT FOR APPROVAL BY CA BOARD

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

DRAFT FOR APPROVAL BY CA BOARD

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

DRAFT FOR APPROVAL BY CA BOARD

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

DRAFT FOR APPROVAL BY CA BOARD

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

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WEST MIDLANDS
COMBINED AUTHORITY

Overview and Scrutiny Committee

Date 21 March 2017

Minutes

Members

Councillor Peter Hughes
Councillor Stuart Davis
Councillor John Glass
Councillor John Mutton
Councillor Ian Shires
Councillor Tersaim Singh
Councillor Claire Spencer
Councillor Jenny Wheeler

Sandwell Metropolitan Borough Council (Chair)
Solihull Metropolitan Borough Council
Nuneaton and Bedworth Borough Council
Coventry City Council
Walsall Metropolitan Borough Council
City of Wolverhampton Council
Birmingham City Council
Redditch Borough Council

In Attendance

Jan Britton
Sarah Sprung

Sandwell Metropolitan Borough Council
Sandwell Metropolitan Borough Council / West
Midlands Combined Authority
West Midlands Combined Authority

Carl Craney

By Invitation

John Cade

Institute of Local Government Studies (INLOGOV)

Observer

Craig Goodall

Walsall Metropolitan Borough Council

28/16 Apologies for Absence

Apologies for absence had been received from Councillor Nathan England (Telford and Wrekin Council), Councillor David Sparks (Dudley Metropolitan Borough Council), Paul Brown (Black Country Local Enterprise Partnership) and Sarah Windrum (Coventry and Warwickshire Local Enterprise Partnership) and from Keith Ireland (City of Wolverhampton Council) and Jess Bayley (Bromsgrove District / Redditch Borough Councils).

29/16 Chair's Announcement

The Chair, Councillor Peter Hughes, welcomed all those present to the meeting including Craig Goodall, Senior Democratic Services Officer, Walsall Metropolitan Borough Council.

30/16 Declarations of Interest

No declarations of interest were made in relation to matters under consideration at the meeting.

31/16 Minutes

Resolved:

That the minutes of the meeting held on 27 January 2017 be confirmed as a correct record and be signed by the Chair.

32/16 Matters Arising

With reference to Minute No. 22/16 insofar as it related to the establishment of a formal link between the Constituent and Non-Constituent Scrutiny Panels with regard to Work Programmes, the Chair advised that only three responses had been received to date. Sarah Sprung advised that this matter could be dealt with at Agenda Item No. 5.

With reference to Minute No. 24/16 (Overview and Scrutiny Committee – working arrangements) Sarah Sprung advised that Select Committees, appointed at the meeting held on 27 January 2017, would now be referred to as 'Task and Finish Groups' in order to ensure that scrutiny was able to be flexible and responsive.

Councillor Claire Spencer queried whether any further meetings of the Committee were scheduled for the current Municipal Year and whether it was intended that meetings of the Task and Finish Groups would be convened in the near future. The Chair advised of his intention to meet with Sean Russell, Mental Health Commission Implementation Director with regard to a meeting of the Mental Health Task and Finish Group being held before the Mayoral Election on 4 May 2017 and invited other members of the Committee to attend the meeting.

Sarah Sprung reminded the Committee that the recommendations of the Mental Health Commission had been accepted by the WMCA Board, whilst the recommendations from the Land Commission had only been received by the WMCA Board at this stage. The Productivity and Skills Commission had yet to complete its report. In response to a question from Councillor Claire Spencer, Jan Britton suggested that she speak to Nick Page, the responsible Chief Executive on whether the Productivity Task and Finish Group could assist with any elements of the work of that Commission.

Sarah Sprung reported on a conversation she had had with Sean Russell in relation to the role of the Task and Finish Group assisting with the Mental Health Commission workstreams and that 'Housing First' had been identified as being suitable. This could involve the use of any scrutiny work carried out across the WMCA area to date on housing for those with mental health issues.

With regard to 26/16 (Visit to London Assembly) it was agreed that the visit had been useful. John Cade reported that Members and Officers from the London assembly had been very interested in the work of the WMCA in relation to Mental Health and were keen to develop a relationship with the WMCA in that regard. He highlighted that the lack of resources to support the work of this Committee had been identified as an issue, albeit that it was better resourced than some other Combined Authorities as had been established at the Workshop in Manchester hosted by the Centre for Public Scrutiny. He advised that this matter was being considered by a Parliamentary Select Committee with regard to the availability of resources at local authority and combined authority levels. Jan Britton reported that he had raised that matter with Meg Hillier M.P as Chair of the Public Accounts Committee when that Committee had met recently in Wolverhampton.

In response to comments from members with regard to resources and capacity, Jan Britton reminded the Committee that these were issues across the WMCA, that the WMCA was still 'new' in relative terms and was only now in the process of recruiting a full time Chief Executive and Management Team. He commented on the issues around the size of the Capital Programme and on the scale of resources available to deliver the various projects.

The Chair commented that there was a need to recognise how long it had taken for the WMCA to be formed but that tremendous progress had been made compared to peer authorities. He reminded the Committee that the former Centro and its Officers had little or no experience in the requirements of the scrutiny regime. Carl Craney reported that Centro had operated under Transport legislation rather than the Local Government Acts and had not been required to adopt a scrutiny system which had operated in its present form in local government since 2000.

The Chair commented on the need for Overview and Scrutiny to be integrated into the work of the Combined Authority and suggested that the development of a Forward Plan for the WMCA Board would assist with this. He also suggested that the Committee should aspire to receive reports to be considered by the WMCA Board in advance of decisions being made to enable pre-decision scrutiny to be undertaken.

Councillor Claire Spencer referred to a discussion at a previous meeting on the lack of representation from the Greater Birmingham and Solihull Local Enterprise Partnership and advised that she had recently learnt that the body had not appointed a representative to service on the Audit, Risk and Assurance Committee. She suggested that the Committee express its concern on the lack of representation from the GB&SLEP on these bodies given the need for engagement in the democratic process and the need for transparency.

Resolved:

- (1) That the 'Select Committees' be re-named as 'Task and Finish Groups'
- (2) That the level of resources available to undertake scrutiny work at the WMCA be identified as an issue;
- (3) That as the WMCA Board develops its Work Programme the need to integrate the Overview and Scrutiny be recognised;
- (4)
- (5) That the concern of this Committee be put forward to the WMCA Board at the failure of the Greater Birmingham and Solihull Local Enterprise Partnership to appoint a representative on either the Overview and Scrutiny Committee and the Audit, Risk and Assurance Committee.

33/16 Key Principles to underpin the relationship between the CA and LA scrutiny, including the scrutiny by individual authorities on the work of the Combined Authority

Sarah Sprung circulated a paper in connection with the above which was considered by the Committee.

Resolved:

That the paper circulated at the meeting be approved subject to the following amendments:

(1) Principles:-

Pre-amble to be included by way of an explanation.

- i. Second bullet point of first principle to be refined to 'intellectual and practical resources'
- ii. That the Coventry practice of the Leader briefing the Council on the proceedings of WMCA Board meeting and the O&S representative briefing the Scrutiny Co-ordination Panel on the proceedings of this Committee be noted as an example of good practice
- iii. That a digital archive be created for the storage of all policies, procedures and scrutiny reviews undertaken by Constituent and Non-Constituent authorities using the 'STAIRS' system or similar
- iv. To support bullet point four with regard to transparency , wherever possible and acknowledging the logistical difficulties, meetings of this Committee be webcast and the Combined Authority and the Mayor be encouraged to do likewise

(2) Ways of Working

- i. That a diagrammatic representation of the relationship between this Committee, the WMCA, the Centre for Public Scrutiny (CfPS) and the Regional Scrutiny Network be presented to the meeting of Scrutiny Lead Members and Officers on 4 April 2017

(3) Summary of discussion from 4 April 2017 meeting referred to above to be circulated to the Committee.

34/16 West Midlands Combined Authority Overview and Scrutiny Committee

Sarah Sprung presented a report which afforded the Committee the opportunity to comment on proposals for governance changes required to comply with the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017. A draft report to be considered by the Programme Board on 24 March 2017 and the WMCA Board on 7 April 2017 was appended to the report. In view of comments made earlier in the meeting she advised that the paragraph relating to resources would need to be strengthened.

Councillor Ian Shires reported on the particular circumstances at Walsall Metropolitan Borough Council. Sarah Sprung reminded the Committee that the legislation was prescriptive and required reasonably practicable efforts to be made to comply with the political proportionality requirements. Jan Britton commented that it was impossible to compose a policy / strategy document which covered every possible situation but that if 'reasonably practicable' efforts had been made to comply with the legislation a judicial challenge could be defended. He suggested that this point should be stressed in the main body of the report. Councillor Tersaim Singh reminded the Committee that ultimately it would be for the individual Leaders of the Councils to nominate representatives on outside bodies.

Resolved:

That subject to the reference to 'resources' and 'reasonably practicable' being strengthened and Option 1 of Appendix 2 being preferred to secure political proportionality the report be approved for submission to the WMCA Board.

35/16 Feedback on the Centre for Public Scrutiny (CfPS) Workshop held on 3 March 2017 on 'Scrutiny in Combined Authorities'

John Cade provided feedback on the Centre for Public Scrutiny (CfPS) Workshop held on 3 March 2017 on 'Scrutiny in Combined Authorities'.

Resolved:

That the report be received and noted.

36/16 Thanks to Chair

Resolved:

That the best thanks of the Committee be extended to the Chair, Councillor Peter Hughes, for the able and courteous manner in which he had conducted the proceedings of the Committee during the current Municipal Year.

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WEST MIDLANDS
COMBINED AUTHORITY

Investment Board

Date 24 April 2017

Minutes

Voting Members

Councillor Izzie Seccombe (Vice
Chair – In the Chair)

Councillor Robert Hlland

Councillor Jim O’Boyle

Nick Abell

Gary Taylor

Warwickshire County Council

Solihull Metropolitan Borough Council

Coventry City Council

Coventry and Warwickshire Local

Enterprise Partnership

Greater Birmingham and Solihull
local Enterprise Partnership

Non-Voting Member

Sue Summers

Finance Birmingham

In Attendance

David Cockroft

Carl Craney

Gerald Gannaway

Nick Oakley

Mark Taylor

Coventry City Council

West Midlands Combined Authority

Finance Birmingham

Finance Birmingham

West Midlands Combined Authority

21/16 Apologies for Absence

Apologies for absence had been received from Councillor Sean Coughlan (Walsall MBC), Councillor Majid Mahmood (Birmingham City Council), Councillor Peter Richards (Stratford on Avon District Council) and Paul Brown (Black Country Local Enterprise Partnership)

22/16 Declarations of Interest

No declarations of interest were made relative to items under consideration at the meeting.

23/16 Chair’s Announcement

The Chair welcomed Mark Taylor, Interim Director of Finance, West Midlands Combined Authority and currently Director of Finance, City of Wolverhampton Council to the meeting

24/16 Minutes

Resolved:

That the minutes of the meeting held on 27 February 2017 be confirmed as a correct record and signed by the Chair subject to Minute No. 12/16 (Declarations of Interest) being amended to reflect that the interest declared by Gary Taylor was in respect of agenda Item No. 7 (Midland Metro: Centenary Square / Edgbaston (Five Ways) Extension – Full Business Case).

25/16 Matters Arising

With reference to Minute No. 16/16 (Appointment of Independent Chair – Progress Report), the Chair reported that Paul Brown, black Country Local Enterprise Partnership, had accepted his appointment to serve on the appointment panel.

26/16 Exclusion of Public and Press

Resolved:

That in accordance with Section 100(A) of the Local Government Act, 1972 the press and public be excluded from the meeting for the following item of business as it involves the likely disclosure of exempt information relating to the business or financial affairs of any particular person (including the authority holding that information).

27/16 Cordwell Developments (Walsall) - CIF Investment

Gerald Gannaway presented a report which detailed a proposal to bring forward a significant redevelopment of a currently void 1.2 acre brownfield (but clean) site in the centre of Walsall. He and Nick Oakley responded to various questions posed by the Board.

Resolved:

That a senior debt loan – development facility on a two year term repayable from sale as an investment be approved.

28/16 YMCA Lichfield Street, Wolverhampton – CIF and LRF Investment

The report in respect of this matter was withdrawn. The WMCA Investment Advisory Group (IAG) had requested further detail and clarification on the use of the Land Remediation Fund (LRF) to support the gap funding on this project. Pending this clarification the IAG wished to defer presenting the opportunity to the Investment Board at this stage but might present at a later stage.

29/16 Amber REI holdings Limited, Snowhill, Birmingham

Gerald Gannaway presented a report which detailed a request for development of a loan facility to assist with the cost to create a new restaurant in Birmingham City Centre. The Board considered the merits and demerits of the proposal.

Resolved:

- (1) That consideration of this matter be deferred;
- (2) That the WMCA Board advise on how the use of funds available to this Board for allocation should be balanced between high, medium and low risk.

29/16 West Midlands Combined Authority CIF / LRF Dashboard

Sue Summers presented the WMCA CIF / LRF Dashboard as at 21 April 2017 which detailed:

- Investments committed;
- Geographical allocation; and
- Pipeline – WIP.

Resolved:

That the Dashboard be received and noted.

CHAIR

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WEST MIDLANDS
COMBINED AUTHORITY

Meeting: Audit, Risk & Assurance Committee

Subject: Minutes

Date: Friday 28 April 2017

Present:

David Lane (Independent Chair)

Councillor Sucha Bains

Councillor Keith Chambers

Sean Farnell

Councillor Rachel Harris

Councillor John Haynes

Councillor Jackie Taylor

(Substitute for Councillor Kerrie Carmichael)

Tom Westley

Coventry City Council

Walsall Metropolitan Borough Council

Coventry and Warwickshire LEP

Dudley Metropolitan Borough Council

Nuneaton & Bedworth Borough Council

Sandwell Metropolitan Borough Council

Black Country LEP

Invited:

Councillor Bob Sleigh

Chair of the West Midlands
Combined Authority

In Attendance:

John Cade

Linda Downes

Peter Farrow

Laurelin Griffiths

Linda Horne

Angus MacLeod

Grant Patterson

Joti Sharma

Debbie Simpson

Sarah Roche

Institute of Local Government Studies

Nuneaton & Bedworth Borough Council

Head of Audit (Shared), City of Wolverhampton Council
& Sandwell Metropolitan Borough Council

Grant Thornton

West Midlands Combined Authority

West Midlands Combined Authority

Grant Thornton

West Midlands Combined Authority

West Midlands Combined Authority

West Midlands Combined Authority

40/16 Welcome and Introductions

The Chair welcomed Councillor Bob Sleigh, Chair of the West Midlands Combined Authority to the meeting.

41/16 Apologies for Absence

Apologies for absence were received from Councillor Kerrie Carmichael, Councillor Tristan Chatfield, Councillor Craig Collingswood, Councillor John Fisher, Councillor Maureen Freeman, Councillor Angela Sandison and Councillor Rob Sloan.

42/16 Declarations of Interest

There were no declarations of interest made in respect of any items on the agenda.

43/16 Chair's Remarks

(a) Greater Manchester Combined Authority - Audit & Risk Committee

The Chair reported on his recent visit to Greater Manchester Combined Authority's Audit & Risk Committee and noted that although there was value in attending because there were significant differences between the Greater Manchester Combined Authority and West Midlands Combined Authority, there were no direct lessons to be learnt.

(b) Audit, Risk & Assurance Committee - Membership

The Chair reported that the Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2017 (the Order) was ratified by Parliament on 27 January 2017 and would come into force on 8 May 2017.

The Chair explained the implications of the Order on this committee in respect of its membership, and added that the committee would have a membership of 13, which would comprise of;

- 7 seats for constituent councils
- 4 seats for non-constituent councils
- 1 seat for a LEP representative
- 1 seat for the independent chair

The Chair proposed to write to each local authority Leader following the meeting and ask that consideration be given when nominating a member to this committee, and would highlight the importance for the nominee to be engaged and a committed member of the committee.

(c) Audit, Risk & Assurance Committee - Training

The Chair explained that he had suspended training for the Authority's Audit, Risk & Assurance Committee until its membership for 2017/18 had been established, and indicated that John Cade from the Institute of Local Government Studies had agreed to attend meetings of the committee.

(d) James Aspinall and Debbie Simpson

The Chair reported that James Aspinall, Director of Corporate Services, had left the West Midlands Combined Authority on 31 March 2017, and Debbie Simpson, Interim Head of Governance, would be leaving the Authority on 1 May 2017. The Chair recorded his thanks and welcomed their contribution to the West Midlands Combined Authority during the year.

44/16 Minutes of the Audit, Risk and Assurance Committee held on 27 January 2017

The minutes of the meeting held on 27 January 2017 were agreed, and signed by the Chair, as a correct record.

45/16 Matters Arising

(a) Strategic Risk Register (minute no. 31/16 refers)

Linda Horne, Head of Finance, explained that as James Aspinall had now left the organisation, she would arrange for Mark Taylor, Finance Director, to liaise with Councillor Jackie Taylor directly to discuss her concerns regarding the Strategic Risk Register and the Authority's obligation on equality and diversity.

(b) External Audit Plan (minute no. 28/16 refers)

At the last meeting of the committee Councillor Jackie Taylor enquired about the audit fees of £46,500 and asked whether the report could be more explicit as to what the audit fee covered. It was agreed that a copy of the amended Audit Plan would be circulated to members of the committee for information.

46/16 Councillor Bob Sleigh

Councillor Bob Sleigh addressed the committee and provided an overview of the vision of the West Midlands Combined Authority, the Authority's model and the reasoning behind this specific model, the devolution deal that provided an opportunity to deliver funding, the launch of the 2017/18 West Midlands Combined Authority Annual Plan and the Transport for West Midlands Transport Plan, which set out the direction of travel for the next 12 months.

Councillor Bob Sleigh noted the priorities of the West Midlands Combined Authority, key investments including transport, health, skills and housing, and emphasised the significant importance of value for money, governance, risk management and the role of the Authority's Audit, Risk & Assurance Committee in the development of the West Midlands Combined Authority.

In response to a question raised by Councillor Jackie Taylor, Councillor Bob Sleigh assured the committee that access to transport for all was embedded in the Transport for West Midlands Transport Plan and with regard to the provision of housing for people with a disability, planning powers remained with each constituent council.

Councillor Bob Sleigh added that the West Midlands Fire Authority had expressed a view that it wished to be under the remit of the West Midlands Combined Authority and discussions continue to be on-going.

47/16 West Midlands Combined Authority Integrated Assurance & Approvals - Presentation

The committee received a joint presentation from the Corporate Assurance Manager and the Head of PMO and Projects on the Investment Programme and Assurance Processes.

The Chair recognised that the West Midlands Combined Authority's Assurance Plan was still in development and therefore proposed that there was an obligation for the Plan to be presented to the Authority's Audit, Risk & Assurance Committee in September 2017 for approval.

In response to a question raised by Tom Westley regarding guidance by Government, the Corporate Assurance Manager explained that the Authority had dialogue with the Department for Business, Energy & Industrial Strategy (BEIS) on an annual basis to review its best practice models and to ascertain whether the Authority was meeting its expectations.

The Chair considered that the Authority would benefit from a year-end review of assurance, programme management and internal audit to ensure that the West Midlands Combined Authority had best practice for how the Authority would grow. It was agreed that a proposal to seek funding for an independent year-end review (to be completed and able to report well before the year end) of the WMCA Governance, Assurance and Internal Audit Arrangements was to be drafted by the Head of Governance.

The Chair recognised that the Strategic Economic Plan Board currently reviewed a dashboard that identified monetary awards in respect of projects, and considered that it would be worthwhile if this specific information was in the form of a summary for the Audit, Risk & Assurance Committee.

Resolved:

- (1) That the presentation be noted;
- (2) That the WMCA Assurance 17/18 Plan be submitted to Audit, Risk & Assurance Committee on 15 September 2017 for approval;
- (3) The future assurance proposed plans (and internal audit proposed plans) to be submitted to Audit, Risk & Assurance Committee for consideration and approval no later than February of each year; and
- (4) That a proposal to seek funding for an independent year-end review of the WMCA Governance, Assurance and Internal Audit Arrangements be drafted.

48/16 Informing the Audit Risk Assessment for the West Midlands Combined Authority

The committee considered a report from Grant Thornton on important areas of auditor risk assessment that was being undertaken. The report set out the fraud risk assessment questions that had been asked of the Authority, along with the answers provided by management.

In response to comments received from the Chair regarding a reference within the report to reflect that the Authority was an evolving organisation, Grant Thornton agreed to add additional context on the changing environment at the West Midlands Combined Authority.

Resolved:

- (1) The committee considered whether the management responses were consistent with its understanding of the entity and confirmed that this was the case, and requested that additional context be included on the changing environment at the West Midlands Combined Authority.
- (2) That the contents of the report be noted.

49/16 West Midlands Combined Authority Progress Report and Update

The committee considered a report from Grant Thornton on the status of the 2016/17 audit. The report set out developing issues as they impacted on the Authority, as well as the planned value for money audit work.

The Chancellor's Autumn Statement 2016 speech delivered a number of changes that would impact the UK business environment. The Chair requested an internal audit review of IR35 and how the West Midlands Combined Authority was addressing the new requirements. The Head of Internal Audit agreed to liaise with the Head of Finance regarding an additional audit on IR35.

Resolved:

- (1) That the contents of the report be noted; and
- (2) An internal audit review of IR35 and how the West Midlands Combined Authority was addressing the new requirements be undertaken.

50/16 Internal Audit Update

The committee considered a report of the Head of Audit on the Internal Audit Plan 2017/18 and internal audit reports.

The internal audit document provided the Authority with a risk-based internal audit plan based upon an assessment of assurance needs, and provided an overview of the recommendations and audit ratings provided to each of the reviews as follows:

- Procurement Arrangements - substantial assurance
- Midland Metro Alliance Governance Arrangements - satisfactory assurance

With regard to the Mayoral election, the Internal Auditor reported that appropriate steps were in place for the management and administration of the 2017 Combined Authority Mayoral election and had identified no significant concerns/areas of non-compliance at this stage of the process that required formal reporting.

The committee considered that, in addition to a further review on procurement, which was to be included within the Audit Plan on an annual basis for the next couple of years, an audit on business continuity should be undertaken during 2017/18.

Resolved:

- (1) That the Internal Audit Plan 2017/18 be approved, subject to the addition of an audit on IR35, Business Continuity, Procurement to be undertaken on an annual basis for the next couple of years.

(2) That the contents of the Internal Audit reports be noted.

51/16 Strategic Risk Register

The committee considered a report from the Director of Finance on the Strategic Risk Register which supported the committee with their responsibility of providing oversight of Risk Management within the West Midlands Combined Authority.

It was reported that 28 key risks were included within the strategic risk register. A new risk had been escalated to the register as a medium risk which refers to staff engagement, as there was a number of senior posts vacant in the leadership team.

The Corporate Assurance Manager brought the committee's attention to the key five risks within the corporate register including information security, staff engagement, information governance, stakeholder and political relations and objectives of the West Midlands Combined Authority.

Resolved that the comments received on the Strategic Risk Register be noted.

52/16 West Midlands Combined Authority - Assurance Overview April 2017

The committee considered a report from the Director of Finance on the assurance activity since the last meeting.

The Metro-Edgbaston full business case submission was approved by the West Midlands Combined Authority Board in February 2017, and in terms of approvals, the Department for Transport held the final approval on the release of funding as it was contributing towards the overall cost of the project. The Corporate Assurance Manager added that future reports would provide confirmation of adherence to the assurance process.

Resolved:

- (1) That the assurance reviews and activities that had been undertaken in the last quarter be noted;
- (2) That the Assurance Plan Framework & Risk Categories/Tolerances be noted;
- (3) That the Corporate Risk & Assurance Balance Card April 2017 be noted;
- (4) The committee confirmed that it was satisfied with the assurance activity between February - April 2016, and requested confirmation of adherence to the assurance process in respect of the Metro-Edgbaston Extension Full Business Case; and
- (5) An audit report on Business Continuity be submitted to September's meeting of the committee.

53/16 Outturn Report for 2016/17

The committee considered a report of the Director of Finance on the opinion of the Chief Audit Executive on the adequacy of Centro and WMCA control environment which was relevant in compiling the 2016/17 Annual Governance Statement.

The Centro Internal Audit Plan for 2016/17 was considered and agreed by the Audit & Risk Committee on 14 March 2016. The Plan was re-confirmed in June 2016 by the Department for Communities & Local Government when Centro transitioned into the West Midlands Combined Authority and subsequently by the Audit & Risk Committee in July 2016.

Resolved:

- (1) That the Chief Audit Executive's opinion on the adequacy of Centro and WMCA control environment and the assurance arrangements in place be noted;
- (2) The current position on the implementation of audit recommendations provided in 2016/17 be noted;
- (3) That it be noted that no major risk exposure had been discovered since the last meeting of the committee; and
- (4) That the contents of the report that provided the basis and assurance over the Annual Governance Statement for approval to be included in the annual accounts be noted.

54/16 West Midlands Combined Authority Annual Governance Statement

The committee considered a report of the Finance Director that provided members with a draft of the Annual Governance Statement.

The Annual Governance Statement was a statutory document that explained the processes and procedures in place to enable the council to carry out its functions effectively.

Resolved that the Annual Governance Statement be approved prior to its inclusion within the financial statements for 2016/17, subject to the inclusion of the action required with regard to Cyber Security.

55/16 Internal Audit Report - Recruitment & Retention Procedures Action Plan

The committee considered a report of the Finance Director which provided members with the assurance that recommendations from the Internal Audit Report Recruitment and Retention Review 2016/17 had been implemented and significant actions had been undertaken and processes reviewed to ensure compliance.

Resolved:

- (1) That the content of the report be noted;
- (2) That the detailed action plan that had been implemented in response to the audit report Recruitment and Retention Review 2016/17 be noted; and

- (3) That the information with regards to salary drift, grading process and existing grading be noted.

56/16 Forward 2016/17 Accounts Plan

The committee received an update from the Head of Finance on the Forward Plan 2016/17 Accounts Plan.

The committee noted the following Accounts Plan:

- Annual Governance Statement considered by the committee on 28 April
- Draft Annual Account for Audit was to be circulated electronically to the committee in May 2017 for consideration
- Audited Annual Accounts to be considered and approved by the committee on 16 June, following consideration of the audit findings report.

Resolved that the report be noted.

57/16 Any Other Business

(a) Environment - Air Quality

The Chair enquired about air quality and questioned whether the environment and the issue of air pollution was a responsibility of the West Midlands Combined Authority to monitor and address. The Head of Governance added that the Authority contributed to the work being undertaken by local authorities to ensure that the carbon footprint was as low as possible.

Councillor Rachel Harris agreed to raise the issue of air quality at the next meeting of the Authority's Wellbeing Board and would seek guidance as to the role of the Audit, Risk & Assurance Committee and the Authority in monitoring this area of concern.

Resolved that Councillor Rachel Harris to raise the issue of air quality at the next meeting of the West Midlands Combined Authority Wellbeing Board and would seek guidance as to the role of the Audit, Risk & Assurance Committee and the Authority.

58/16 Date of Next Meeting

Friday 16 June 2017 at 1.00pm

59/16 Exclusion of the Public and Press

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business as it involved the likely disclosure of exempt information relating to an action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

60/16 Progress Made on Internal Audit - Review of Cyber Security

The committee considered a report of the Director of Finance on the progress made on the recommendations in the City of Wolverhampton Internal Audit Report dated 25 May 2016 regarding cyber security. The committee also received a presentation from the Authority's Cyber Security Specialist on Information and Security and noted the extent of the progress being made on outstanding issues.

Resolved:

- (1) That a further report on cyber security be presented to the next meeting of the committee;
- (2) That the Chair to correspond with Martin Reeves, Chief Executive regarding cyber security considerations within the Combined Authority; and
- (3) That the conclusion within the West Midlands Combined Authority Annual Governance Statement be amended to reflect action required with regard to cyber security.

The meeting ended at 12.15pm.

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WEST MIDLANDS
COMBINED AUTHORITY

Meeting: Transport Delivery Committee

Subject: Minutes

Date: Monday 8 May 2017 at 1.00pm

Present:

Councillor Richard Worrall (Chair)	Walsall Metropolitan Borough Council
Councillor Philip Davis (Vice-Chair)	Birmingham City Council
Councillor Pervez Akhtar	Coventry City Council
Councillor Robert Alden	Birmingham City Council
Councillor Susan Eaves	Sandwell Metropolitan Borough Council
Councillor Mohammed Fazal	Birmingham City Council
Councillor Kath Hartley	Birmingham City Council
Councillor Diana Holl-Allen	Solihull Metropolitan Borough Council
Councillor Roger Horton	Sandwell Metropolitan Borough Council
Councillor Timothy Huxtable	Birmingham City Council
Councillor Chaman Lal	Birmingham City Council
Councillor Keith Linnecor	Birmingham City Council
Councillor Ted Richards	Solihull Metropolitan Borough Council
Councillor Judith Rowley	City of Wolverhampton Council
Councillor David Stanley	Dudley Metropolitan Borough Council
Councillor Daniel Warren	City of Wolverhampton Council
Councillor David Welsh	Coventry City Council

Apologies for absence were received from Councillors Andrew and Brothwood.

In attendance:

Sophie Allison (Metro Operations Manager)
Mark Babington (Safer Travel Manager)
Andre Bromfield (Corporate Solicitor)
Linda Horne (Head of Finance)
Chris Lane (Head of Smart Travel)
Matt Lewis (Head of Swift)
Peter Sargent (Head of Rail)
Colin Seward (National Express Midland Metro)
Laura Shoaf (Managing Director, TfWM)

106/16 Chair's Remarks

(i) Date of Next Meeting

The Chair proposed that the date of the next meeting on 5 June 2017 be moved by one week due to the General Election being held later that week. This proposal was agreed by the committee.

Resolved that the date of the next Transport Delivery Committee be moved from 5 June 2017 to 12 June 2017 at 1.00pm.

(ii) Appointment of West Midlands Mayor

The Chair reported that he had conveyed his congratulations to the new mayor, Andy Street via his Chief of Staff, on his recent appointment and that he had invited the Mayor to attend the next meeting of this committee.

(iii) Roaming Bus Tour - 89 Bus Service

The Chair reminded members that he had arranged a roaming bus tour of the 89 service for 9 May and that members would be welcome to join the tour if they were interested.

107/16 Minutes

The minutes of the meeting held on 3 April 2017 were agreed, and signed by the Chair, as a correct record.

108/16 Matters Arising

(a) Bus Report (*minute no. 101/16*)

Councillor Richards reported that little notice had been given with regards to changes to bus services in East Birmingham and Solihull and that the changes made were not in accordance with those National Express had consulted on. He advised that the changes made were substantial changes that left some areas without a bus service.

Laura Shoaf, Managing Director, reported that she understood the position and the Director of Transport Services, Steve McAleavy, would work with Councillor Richards and National Express to look at rectifying the position.

Councillor Horton reported that there had been poor consultation regarding bus services in Sandwell and asked whether the Bus Alliance would look into this.

The Managing Director reported that she had only recently received a letter from the Leader of Sandwell Council regarding the Sandwell and Dudley ticket offered by National Express and the matter would be taken forward.

Councillor Horton added that an earlier letter had also been sent to TfWM in February regarding the lack of consultation on bus services in Sandwell.

109/16 Financial Outturn Report

The committee considered a report of the Corporate Services Director that set out the financial outturn position as at 31 March 2017.

The Head of Finance, Linda Horne, was in attendance to present the report.

In relation to the minor scheme programmes and in the particular cycle facilities provision that had been delayed due to landlord's consent from London Midland, Councillor Rowley, Lead Member for Safe and Sustainable Travel, enquired as to the reasons for the delay to the consent, whether London Midland had a green travel/sustainable transport policy and how this position could be improved upon in future.

Linda Horne undertook to provide a briefing note to Councillor Rowley on the matter.

Councillor Horton, Lead Member for Rail and Metro, reported that he, the Chair and Councillor Huxtable would be attending a quarterly partnership meeting with London Midland tomorrow morning and the issue (the delay to the cycle facilities provision) could be raised with the company at the meeting, if a briefing note was provided in advance to the three members [A briefing note was circulated to the relevant members in time for the meeting].

Resolved:

- (1) That the full year results for 2016/17 show a deficit for the year £0.856m at the end of the financial year being an adverse movement of (£0.074m) from the forecast position previously reported be noted and
- (2) That the total capital expenditure within the overall transport programme was under budget by £3.4m (8%) be noted.

110/16 Capital Programme Delivery Monitoring Report

The committee considered a report of the Head of Programme Development that provided a progress monitoring update on the approved TfWM led 2016/17 programme and projects.

Resolved:

- (1) That achievements since March 6 2017 meeting of this committee be noted;
- (2) That progress on the deliverables under 2016/17 Capital Programme with respect to the baseline programmes previously endorsed be noted and
- (3) That variations from the baseline programme where indicated be noted.

111/16 Metro Operations Business Report

The committee considered a report of the Metro Programme Director that provided an update on operational matters/ performance, partnerships, tram passenger survey and on future planning and delivery.

In relation to an enquiry from Councillor Rowley regarding replacement buses for the Bilston Road track replacement works and the need to continue running services in the evenings and on Sundays, Sophie Allison, the Metro Operations Manager, reported that replacement bus services would provide for evenings and Sunday services and the service frequency would match the tram frequency.

In relation to a further enquiry from Councillor Rowley regarding the completion date for the Bilston Road track replacement works as to whether the works would be completed before Christmas or the end of November 2017 and the need for the works to be completed at the earliest opportunity, the Metro Operations Manager reported that there is 'float' in the programme and the contractors would aim to have the works completed before Christmas but there was no definitive end date at the present time.

With regards to publicising the transport arrangements to customers whilst the works are carried out to Bilston Road, the Metro Operations Manager explained the different methods that would be utilised to notify customers which included posters, leaflets, messages on websites, at tram stops and on-tram displays.

Resolved that the report be noted.

112/16 Snow Hill Station - Rail and Metro Interchange

The committee considered a report of the Interim Director of Transport Services that informed members of the arrangements for interchange between rail and Metro at Birmingham Snow Hill and the proposals for improving these.

Councillor Horton, Lead Member for Rail and Metro, reported that there was a need for good interchange between rail and Metro at Snow Hill and that he supported the development of the new St Chad's access into Birmingham but funding had yet not been identified.

The Vice-Chair, Councillor Davis, reported that he welcomed the report and for the committee to be involved in the matter on behalf of service users. He reported that assurance should be sought from Network Rail that they support a temporary access for Snow Hill at platform 3.

The Head of Rail reported that Network Rail had previously advised that they would not support a temporary access at platform 3 as this would impact on the usage of platform 4 and would require additional passenger facilities.

Councillor Davis asked that the Head of Rail formally seek the views of Network Rail on the temporary access for Snow Hill.

In relation to the interchange options available to passengers at Snow Hill outlined in the report, Councillor Rowley reported that these would be different for people with disabilities and enquired why the second access at Snow Hill was still closed after 7.00pm Monday to Saturday and not open at all on a Sunday when people wanted to access the residential areas and leisure facilities in the Jewellery Quarter and St. Paul's area of the city.

The Head of Rail agreed that there were different interchange options for changing between rail and Metro at Snow Hill but reported that it would be difficult to provide clear messages if many interchange options were presented to customers. In relation to the opening hours of the second access at Snow Hill, he reported that the opening hours were funded by Centro when the access first opened and have remained the same ever since. The Head of Rail reported that the matter needed to be raised with London Midland again and that he also planned to speak to the new rail franchise operator on the issue.

Resolved:

- (1) That the arrangements for the interchange between rail and Metro at Birmingham Snow Hill be noted;
- (2) That the short-term actions TfWM is undertaking to improve the interchange be noted and
- (3) That TfWM is taking forward the development of the new St. Chad's access into Birmingham Snow Hill Station as a separate project not as part of the Metro programme of schemes be noted.

113/16 Passenger Information Update

The committee considered a report of the Managing Director that provided an update on the passenger information activities of Transport for the West Midlands from January 2017 to March 2017.

Councillor Hartley, Lead Member for Putting Passengers First, advised the committee that this was an encouraging report and highlighted to the committee that all operators would shortly aim to 'feed in' data for real time information (RTI).

In relation to an enquiry from the Chair as to whether there was a policy or programme to expand RTI across the West Midlands, Chris Lane, Head of Smart Travel, reported that RTI was being added to bus stations and interchanges as and when facilities were upgraded or as part of new developments as no funding was available to extend RTI wider across the network. The Head of Smart Travel advised that open data was available free of charge for use on apps.

In relation to the work of the Passenger Information Innovation Group that is looking at the re-design of passenger information, Councillor Rowley reported that it was important to take into consideration hidden disabilities such as dyslexia, people with learning difficulties and foreign visitors and suggested the use of pictorial information/maps.

The Head of Smart Travel thanked Councillor Rowley for her excellent observation and reported that the Equalities and Diversity Manager, Anna Sirmoglou, was a member of the Passenger Information Innovation Group and that they were looking at simplifying information.

Resolved that the activities with respect to information provision and the progress being made towards all operator real-time information be noted.

114/16 Swift Delivery Update

The committee received a presentation from the Head of Swift, Matt Lewis that provided an update on recent achievements with regards to the delivery of Swift products, the programme for the remainder of the year and future plans.

In relation to an enquiry from Councillor Rowley regarding the validity of the new nbus multi-dayticket on Swift that would be of benefit to part-time workers, the Head of Swift advised that the product would be valid for a year.

In relation to the Swift pilot being undertaken in Redditch and an enquiry from Councillor Warren as to whether there are any plans to have a similar pilot in Staffordshire so as to include places on the boundary of Wolverhampton such as Codsall, Perton and Wombourne, the Head of Swift reported that discussions could be held with WMCA non-constituent to authorities to consider a pilot based on the Redditch model.

Resolved that the presentation be noted.

115/16 Safer Travel Update

The committee considered a report of the interim Director of Transport Services that provided an update on the performance and operations of the Safer Travel Partnership and also provided an overview of the development of the TfWM Control Centre.

Councillor Rowley, Lead Member for Safe and Sustainable Transport, reported that she had asked the Safer Travel Manager to include crime statistics for other regions in future reports so that a comparison could be made with the West Midlands.

In relation to the current crime statistics, the Safer Travel Manager, Mark Babington reported that crime on bus was falling which was a good news story but crime had increased by 11% on rail. He advised that 5-6% (of 11%) could be attributed to the change made to reporting rail crime whilst another factor was that crime is recorded at the final destination. The Safer Travel Manager explained that as Birmingham was the termination point for a lot of journeys, the crime was recorded as being committed in Birmingham even though it could have occurred elsewhere.

Resolved:

- (1) That the contents of the report be noted and
- (2) That the overall current crime trends referred to in the report be noted.

116/16 WMCA Update – Transport Reports For Information Only

(a) Midland Metro Wednesbury to Brierley Hill Extension

The committee considered a report on the Midland Metro Wednesbury to Brierley Hill Extension that had been approved by the West Midlands Combined Authority (WMCA) Board at its meeting on 21 April.

The Managing Director, Laura Shoaf, explained that the report had been submitted to the WMCA Board to provide an update on the ongoing Wednesbury to Brierley Hill Extension development work, to seek financial cover for the local element of funding from WMCA to enable submission of a business case to Government and to seek approval to submit an Initial Outline Business Case for the scheme to Government.

Councillor Huxtable referred to the Wednesbury to Brierley Hill route plan given in the report and enquired whether the Metro stop at Canal Street would be linked to heavy rail (HS2 scheme) to provide a seamless interchange across the modes. He also referred to linkages to the Brierley Hill and Pensnett Enterprise Zone, whether local people had been consulted on the location of the Metro stops and noted that the location of some stops on the report map differed to those on the leaflet for the scheme.

The Managing Director advised that route plan and stops for the scheme were currently provisional as the purpose of the report was to seek funding approval for the extension; no other decisions were required at this stage. With regards to the Canal Street Station and the Enterprise Zone, the Managing Director undertook to look into matter and respond to Councillor Huxtable.

In relation to an enquiry from Councillor Stanley regarding Dudley Bus Station and the access for Metro into and out of the bus station, the Managing Director advised that a feasibility study would be completed later this month and that she would provide Councillor Stanley with a briefing on the matter.

117/16 Forward Plan

The committee considered a report of agenda items to be submitted to future meetings.

In relation to the next meeting on 12 June, the Chair reported that he would submit an end of year review report on the work of this committee.

Resolved:

- (1) That the report be noted.

CHAIRMAN



Meeting: Transport Delivery Committee

Subject: Minutes

Date: Monday 12 June 2017 at 1.00pm

Present:

Councillor Richard Worrall (Chair)	Walsall Metropolitan Borough Council
Councillor Pervez Akhtar	Coventry City Council
Councillor Robert Alden	Birmingham City Council
Councillor Mohammed Fazal	Birmingham City Council
Councillor Kath Hartley	Birmingham City Council
Councillor Diana Holl-Allen	Solihull Metropolitan Borough Council
Councillor Roger Horton	Sandwell Metropolitan Borough Council
Councillor Timothy Huxtable	Birmingham City Council
Councillor Chaman Lal	Birmingham City Council
Councillor Ted Richards	Solihull Metropolitan Borough Council
Councillor Judith Rowley	City of Wolverhampton Council
Councillor David Stanley	Dudley Metropolitan Borough Council
Councillor Daniel Warren	City of Wolverhampton Council)

Observer:

Councillor Mohammed Hanif (Dudley Metropolitan Borough Council)

By Invitation:

Andy Street (Mayor - West Midlands Combined Authority)

Apologies for absence were received from Councillors Adrian Andrew, Susan Eaves, Philip Davis, Keith Linnecor and David Welsh.

In attendance:

Linda Horne (Head of Finance)
Steve McAleavy (Head of Transport Operations)
Claire Postin (Sustainable Travel Manager)
Peter Sargent (Head of Rail)
Laura Shoaf (Managing Director, TfWM)
Taryn Taylor (Senior Concessions and Swift Analyst)
Carl Craney (Governance Services Officer)

118/16 Declarations of Interests

The Chair, Councillor Richard Worrall and Councillors Kath Hartley, Diana Holl-Allen and Roger Horton declared personal interest in Agenda Item No. 8 (Accessible Transport Report) inasmuch as they were the Committee's representatives on the Ring and Ride Service Board.

Councillors Roger Horton and Ted Richards declared personal interests in Agenda Item No. 10 (Rail Business Report) inasmuch as there were the Substitute director and Director respectively of West Midlands Rail Limited.

Councillor Timothy Huxtable declared a personal interest in Agenda Item No. 10 (Rail Business Report) inasmuch as he was a Director of Birmingham Innovation Campus.

119/16 Chair's Remarks

(i) Retiring Members of the Committee

The Chair offered his thanks to Councillors Paul Brothwood and Susan Eaves who would not be returning as members of the Committee during the forthcoming Municipal Year.

(ii) Andy Street, Mayor, West Midlands Combined Authority

Further to Minute No. 106/16 (ii), the Chair advised that the Mayor, Andy Street, would be attending the Committee from approximately 2:00 p.m. and that it was proposed to conduct a 'Question and Answer' session.

120/16 Minutes

The minutes of the meeting held on 8 May 2017 were agreed and signed by the Chair as a correct record.

121/16 Matters Arising

(a) Bus Report (Minutes Nos. 101/16 and 108/16(a))

Councillor Richards reported that the changes to the bus services in East Birmingham and Solihull had now been implemented with only minor amendments. He expressed concerns with regard to the changes to some of the services. He advised that National Express had offered to hold a 'Surgery' to address these matters but that he was of the view that this was premature until such time as the revised services had become established and all problems identified.

Steve McAleavy welcomed this approach and advised that the revised services had included some enhancements. He assured the Committee that Transport for West Midlands (TfWM) was working closely with National Express to identify mitigation measures in relation to any reduction in services.

- (b) **Financial Outturn Report** (Minute No. 109/16)
Councillor Rowley advised that she had yet to receive a briefing note with regard to cycling facilities provision. Linda Horne reported that the briefing note had been prepared and undertook to arrange for it to be re-circulated. Councillor Horton reported that this issue had been raised at the recent Partnership Meeting with London Midland, that prior to that meeting he had received a briefing and that the outcome appeared positive.
- (c) **Midland Metro Wednesbury to Brierley Hill Extension** (Minute No. 116/16)
Councillor Stanley advised that he had yet to receive a briefing with regard to the Dudley Bus Station and the access for Metro into and out of the bus station. Laura Shoaf undertook to arrange for a briefing to take place in Dudley for Councillor Stanley.
- (d) **Forward Plan** (Minute No. 117/16)
The Chair advised that an Annual Report in relation to the work of the Committee during the 2016/17 Municipal Year was being prepared and would be presented to a future meeting.

122/16 Correspondence / Petitions

Carl Craney reported that a petition submitted by Councillor Huxtable regarding the moving of no. 98 bus stop on the Lickey Road nearer to Eliot Gardens had been forwarded to Customer Relations on 1 June 2017 and was receiving attention.

123/16 2017/18 Child Concessionary Travel Scheme

The Committee considered a report of the Senior Concessions and Swift Analyst on the concessionary fares scheme in the WMCA area which was governed by the following separate pieces of legislation:

- I. The Transport Act 2000 (as amended);
- II. The Transport Act 1985 (as amended); and
- III. Travel Concession Scheme Regulations 1986.

She reported that the current Child Travel (Bus) Concession Scheme and the accompanying Reimbursement Arrangements were in operation until 31 July 2017. The new scheme would be in operation from 1 August 2017 to 31 July 2018, inclusive.

Resolved:

That the publication of the 2017/18 Child travel (bus) concession scheme and the Child travel (bus) Concession Reimbursement Arrangements, to be effective from 1 August 2017 be approved.

124/16 Accessible Travel Report

The Committee considered a report of the Area Manager - Transport on matters relating to Accessible Transport in the West Midlands, the performance of the Ring & Ride service, progress with regard to Service 89 and an update regarding the Prison Visiting Service.

Councillor Hartley, Lead Member - Putting Passengers First, advised that the Ring & Ride service was very important and that she was impressed with the new management arrangements and the endeavours being made to make the service more attractive. She commented that the recent fare increase could affect patronage detrimentally.

Councillor Rowley, Lead Member – Safe and Sustainable Travel, commented that the Prison Visiting Service was a very valuable resource from a social inclusion perspective especially having regard to the remote locations of a number of establishments which were not easily accessible by public transport.

Steve McAleavy reported that he was unaware of any reductions in patronage on the Ring & Ride service following the recent fare increase albeit that the latest patronage figures did not include the period following the fare increase. He commented that the proposed independent review of the service would be beneficial in determining any future review of the service.

With regard to Service 89, he reported that too many customers were being offered only one solution and that there was a need to tailor the offer to suit a variety of situations. Councillor Holl-Allen commented that the service suited number of customers but potentially presented difficulties to those who could not travel to the designated stops. She suggested that there was a need to improve the offer. Steve McAleavy assured the Committee that the service was being reviewed with the ATG and users. Councillor Holl-Allen commented on the lack of space for customers who required the assistance of Zimmer frames. The Chair commented on the need to optimise the resources available and provide a service to those who required it.

Resolved:

- (1) That the report regarding Accessible Transport be noted;
- (2) That a further report on this matter be presented in autumn 2017.

125/16 West Midlands Cycling Charter progress

The Committee considered a report of the Sustainable Travel Manager on matters relating to the performance, operation and delivery of the West Midlands Cycling Charter initiatives.

Councillor Rowley, Lead Member – Safe and Sustainable Travel, advised that she hoped to have an opportunity to pose questions to the Mayor on his targets for cycling and walking.

Councillor Lal commented on the difficulties facing cyclists when purpose built cycle lanes were obstructed by parked vehicles and on the need for enforcement powers to address this matter. Claire Postin advised that TfWM worked closely with the Police and the local authorities to take the necessary steps to keep the network moving. The aspiration was to provide segregated cycle paths which would reduce the opportunity for them to be obstructed by parked vehicles. The work currently underway on design guides for future infrastructure projects, such as 'cycle super highways' would seek to address this issue.

Councillor Stanley reported on a recent conversation travelled to the rail station and then on to work by cycle and on the lack of space on many trains for cycles. Peter Sargant acknowledged the current capacity issues on the rail network but reminded the Committee that currently London Midland offered free rail travel to cyclists. The new rail franchise would address the capacity issue but this was unlikely to be delivered before 2021 and in the interim there was a need to consider how to make best use of the limited space available.

Councillor Richards commented a number of under used cycle infrastructure schemes which had resulted in increased congestion from the reduction in available road space for motor vehicles. He referred to the 'Car Exclusion' zones referred to at paragraph 8.14 of the report and advised that this concept was unpopular with a number of residents and car users. He reminded the Committee that cycling was not a panacea for all transport and/or clean air problems. He also reminded the Committee that enforcement of the obstruction of cycle lanes was not a high priority for the Police and that local authorities did not enjoy any enforcement powers in relation to this issue.

With regard to enforcement powers, Laura Shoaf advised that attempts had been made during the negotiations on Devolution 1 to obtain enforcement powers but that this had not been successful. A business case was now being prepared in attempt to demonstrate to Central Government the need for such powers to be included in a future Devolution Deal.

Claire Postin referred to the many examples of good practice in Solihull and stressed the need for any capital schemes to include an element of revenue resource to enable suitable training and education to be provided.

Resolved:

- (1) That the progress to date with the West Midlands Cycling Charter Action Plan be noted;
- (2) That a further progress report be submitted in six months time.

126/16 Rail Business Report

The Committee considered a report of the Head of Rail which provided an update relating to the performance, operation and delivery of rail services in the West Midlands including on rail operator partnership agreements and West Midlands Rail (WMR) activity.

In addition he also reported on the proposed leaf fall timetable on the Cross City line to be operated by London Midland this autumn noting that it was proposed to be of shorter duration than last year (six weeks rather than seven) and provide more capacity. He also reported on changes to the timetable from Monday 22 May 2017 insofar as it affected calls at Berkswell station on the Coventry – Birmingham route. This had resulted in the call at Berkswell at 0821 being moved into a train at 0757 instead because the four car train at 0821 was seriously overcrowded (resulting in passengers, particularly at Marston Green, struggling to board). The earlier service was an eight car train and had some spare capacity, however the change had resulted in a strong reaction from passengers. Concern had been raised with London Midland with regard to this change which had acknowledged the need for greater consultation on the proposal. The Department for Transport had required a review after one month of operation of the revised service and the results would be known shortly.

Furthermore, he reported on major engineering work occurring over the Christmas and New Year period affecting various lines around Birmingham which included the closure of the Wolverhampton – Birmingham line via Sandwell and Dudley. He undertook to provide a fuller briefing on the impact of this change in the next Rail Business Report to this Committee. He assured the Committee that Wolverhampton – Birmingham would continue to be served during the closure via the diversionary route via Bescot.

Councillor Warren commented that this proposed closure increased the need for the Metro works on Bilston Road, Wolverhampton to be completed on schedule. This point was acknowledged by Peter Sargant who reported that the issue was being discussed with the Train Operating Companies. Councillor Rowley commented on the need for a contingency plan in the event that the Metro works were not completed on time. Peter Sargant advised that a bus replacement service would be available to service intermediate stations. Councillor Horton suggested that this matter be raised at the next rail / metro meeting.

Councillor Holl-Allen requested clarification as to whether the amendments at Berkswell amounted to a further reduction in service. Peter Sargant advised that this was not the case. Councillor Horton suggested that this matter be raised at the next London Midland Partnership meeting.

With regard to the proposals for Park and Ride facilities, Councillor Stanley requested that the provision at Coseley Station be reviewed. He also reported on his attendance at the presentation of London Midland's 'Labs' and on the number of innovative technological developments available to help less able people. He suggested that a demonstration of these innovations be arranged for a future Member Briefing. Peter Sargant undertook to make the necessary arrangements.

With regard to the proposals for Longbridge Park and Ride facilities, Councillor Huxtable commented that this scheme had not been granted funding through the National Productivity Investment Fund (NPIF) route and queried how it was to be financed. Peter Sargant advised that this scheme had not met the funding criteria for financing via the NPIF.

With regard to the proposals for University Station, Councillor Huxtable questioned whether the intention was to future proof the scheme given the contents of the Smithfield masterplan document. Peter Sargant explained that the intention was to reconstruct the station on the current site. The site had major constraints and a relocation was not being considered. Councillor Huxtable queried the position with the Smithfield Masterplan document and proposals for an integrated transport interchange. She assured the Committee that every effort would be made to future proof all schemes.

The Chair enquired as to the present position with the electrification of the Chase Line. Peter Sargant undertook to obtain an update on the present position from Network Rail and report to a future meeting of the Committee.

Resolved:

- (1) That the contents of the report and the supplementary information be noted;
- (2) That the effects of the closure of the Wolverhampton – Birmingham line for a ten day period over Christmas 2017 and the possible clash with the Bilston Road Metro works be raised at the next rail / metro meeting;
- (3) That the changes to the Solihull timetable, particularly the changes at Berkswell, be raised at the next London Midland Partnership meeting;
- (4) That arrangements be made for a demonstration of innovative technological developments at a future Members Briefing;
- (5) That a report on the current position with electrification be submitted to a future meeting of the Committee.

127/16 Andy Street – Mayor – West Midlands Combined Authority

The Chair welcomed Andy Street, mayor of the West Midlands Combined Authority to the meeting. The Mayor explained that his proposals had been set out in detail in his manifesto and that his anticipated achievements had been published on the WMCA website. He advised that the work of this Committee and the Transport team was integral to the success of the organisation. He commented that he believed he could help deliver projects on time and within budget. He could also assist in removing blockages to success.

He responded to various questions from members on the following topics:

- Cycling initiatives;
- Safer Travel;
- Relationship with the Police and Crime Commissioner;
- Investment in infrastructure required in the event of the Commonwealth Games being hosted by Birmingham;
- Comparison of powers with Transport for London;
- Heavy rail – re-introduction on redundant lines.

128/16 WMCA Update – Transport Report – For Information Only

National Productivity and Investment Fund Programme

The Committee considered a report on the National productivity and Investment Fund programme that had been approved at the West Midlands Combined Authority (WMCA) Board at its meeting on 12 May 2017.

Laura Shoaf reported that advice was expected in autumn 2017 on NPIF Phase 2. She also reported on the possibility of a housing Infrastructure Fund being established with £2 – 3 billion being available by 2021.

129/16 Notice of Motion - Special Responsibility Allowances

A Notice of Motion as detailed below was proposed by the Chair and seconded by Councillor Huxtable. A number of members spoke in support of the Notice of Motion.

Resolved:

That the WMCA Board be recommended to approve the following Notice of Motion:

“Transport Delivery Committee would like to adopt a collaborative approach to the management of its work, whereby, henceforward, lead member roles would be allocated in proportion to the party-political make-up of the TDC in any given year (in 2017-18, 2:1, Labour: Conservative).

There are currently 5 Special Responsibility Allowances (Chair, Vice-Chair and three Lead Members, all Labour in 2016-17) out of a total membership of 19 representatives from the seven metropolitan councils (7x Birmingham, 2x each for the six others).

It is recommended as follows:

That the TDC be allowed, within its existing Special Responsibility Allowance budget, to adopt a proportional model for Lead Member roles, akin to that followed by the Local Government Association, as follows:

1x Chair (Labour)
2x Vice-Chair (1x Labour, 1x Conservative)
3x Lead Members (2x Labour, 1x Conservative)

The additional Vice-Chair responsibility would be funded by a reduction in the SRAs currently paid to the existing five Lead Members.

Transport Delivery Committee requests the West Midlands Combined Authority Board approve:

- (a) the proposed proportional model of working;
- (b) agree the mechanism whereby the additional SRA for the second (opposition) Vice-Chair would be funded from within the existing TDC budget for Special Responsibility Allowances; and
- (c) should the proportional model be approved, TDC recommends the following to the WMCA Board:

Chair: Councillor Richard Worrall

Vice-Chairs: Councillors Philip Davis and Conservative Group nominee (to be notified)."

130/16 Questions

None received.

131/16 Forward Plan

The Committee considered a report of agenda items to be submitted to future meetings.

Resolved:

That the report be noted.

132/16 Date of Next Meeting

Monday 10 July 2017 at 1:00 p.m. (to be confirmed following WMCA AGM).

CHAIRMAN

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Meeting: Wellbeing Board

Subject: Minutes

Date: Friday 19 May 2017 at 1.30pm

Present:

Councillor Paulette Hamilton	Birmingham City Council
Councillor Ken Meeson	Solihull Metropolitan Borough Council
Councillor Peter Miller	Dudley Metropolitan Borough Council
Councillor Ian Robertson	Walsall Metropolitan Borough Council
Councillor Ann Shackleton	Sandwell Metropolitan Borough Council
Guy Daly	Coventry University
Sue Ibbotson	Public Health England
Sarah Marwick	West Midlands Police
Sarah Norman	Health Chief Executive Lead for WMCA
Sean Russell	Mental Health Implementation Director
Gary Taylor	West Midlands Fire Service
Alison Tonge	NHS England

In Attendance:

Mark Barrow	OPE Programme Director, Arcadis
Andrea Gabbitas	West Midlands Police
Simon Hall	Black Country Consortium
Andrew Harkness	STP, NHS for Andy Williams
Jane Moore	WMCA
Anne Shaw	Birmingham City Council
Duncan Vernon	Transport for the West Midlands

Observers:

Salma Ali	NHS England
Naomi Brook	CCC

Apologies for absence were received from Councillors Caan and Caborn, Andy Hardy, Julie Moore and Andy Williams.

13/16

Chair of the Wellbeing Board

Sarah Norman informed the board that Councillor Pete Lowe had not been appointed Leader at Dudley Council's AGM held yesterday and consequently, he would no longer hold a position on the WMCA Board and chair this board. It was noted that the appointment of Chair for the Wellbeing Board would be confirmed at the WMCA Board's AGM on 23 June 2017.

14/16 Appointment of Vice-Chair

In relation to the position of Vice-Chair, Sarah Norman reported that following the last meeting, Councillor Ken Meeson had kindly volunteered for the role.

Councillor Hamilton nominated Councillor Meeson for the position of Vice-Chair and this was seconded by Councillor Robinson.

Resolved that Councillor Meeson be appointed Vice-Chair of the Wellbeing Board.

Councillor Meeson in the Chair

15/16 Minutes

The Minutes of the meeting held on 24 February 2017 were agreed and signed by the Chair, as a correct record.

16/16 West Midlands on the Move - Physical Activity Strategy

Simon Hall presented a report on West Midlands on the Move- Physical Activity Strategy.

It was noted that the latest version of the strategy, the WMCA Physical Activity Strategic Framework, had been developed following consultation with WMCA thematic leads, constituent and non-constituent members and stakeholders.

In relation to Councillor Robertson's comments regarding the need to introduce small changes in order to change behaviour, Simon Hall concurred and considered that small change should focus on how we live and work including taking responsibility for community centres and halls.

Sue Ibbotson added that inactivity had increased since the 1960s and there is a need to look at how people can move more in everyday life that will make a difference.

Councillor Meeson reported of the need to obtain co-operation from land owners, schools and local authorities to make the best use of sports fields/grounds and community facilities. He considered that land around HS2 stations that would be unsuitable for housing could be utilised for physical activities such as walking and cycling and suggested a 'West Midlands Way' could be set up to encourage people to move around.

Simon Hall reported that he was working with different communities and sharing best practice and agreed that civil spaces need to be transformational and that he liked the suggestion of a West Midlands Way.

Resolved

- (1) That progress made in producing the Strategic Framework and its stronger alignment to the WMCA's Strategic Economic Plan and Thrive West Midlands Action Plan be endorsed;

- (2) That the next steps in producing the final Strategic Framework including consulting with constituent and non-constituent members, observers and stakeholders be approved ;
- (3) That the timescales for the production of the Final Strategic Framework, the initial 6 month Implementation Plan and Framework ,seeking WMCA adoption within 3 months of this Wellbeing Board meeting be agreed;
- (4) That the establishment of the West Midlands on the Move Working Group as a sub-committee reporting to the Wellbeing Board, working to the terms of reference outlined in the report be approved;
- (5) That the WMCA Board be asked to consider the provision of a resource to drive work forward from 16 June 2017 to 31 March 2018, at a cost in the region of £42,000 be endorsed;
- (6) That the Strategic Framework's implementation is not dependent on external funding and that in developing the Implementation Plan and Resourcing Framework, that the WMCA enter into discussions with Sport England on funding, recognising there is no other Combined Authority adopting an integrated approach to using increases in physical activity to achieve the WMCA SEP and Thrive West Midlands priorities, be endorsed and
- (7) That in entering into discussions with Sport England, the WMCA note that any Sport England funding should not impact on existing Sport England funding in local areas or the potential for constituent members and non-constituent members to lever additional funding be endorsed.

17/16 Transport and Air Quality Update

Anne Shaw presented a report that updated the board on the issues regarding air quality within the region, the actions proposed, the development of a West Midlands response and the potential impact at a wider regional level of the government revised national air quality action plan.

Councillor Hamilton thanked Anne Shaw for a really good report, noting that of the 2,000-2,400 estimated deaths related to poor air quality, 900 alone occurred in Birmingham and enquired as to the work being undertaken with the NHS. Councillor Hamilton further enquired as to the preventive work being undertaken.

Anne Shaw considered that more joint working with Public Health England was required and an economic analysis was being undertaken with regards to productivity as to how this could translate into preventative measures.

Sue Ibbotson reported that Public Health England endorsed the report and NHS public health indicators would help support raising awareness of the burdens of ill health.

In relation to consultation on the Government's new draft Air Quality Plan which closes on 15 June 2017, Anne Shaw reported that whilst constituents and non-constituent members of the WMCA could submit individual responses, it was hoped that one clear, coherent response would be submitted by the WMCA that would have the strong support of the Mayor.

It was agreed that a further report should be submitted to this board when the strategy was more developed.

Resolved

- (1) That the concurrent duties of the WMCA to monitor, review and manage air quality as per the draft WMCA Amendments and Functions Order 2017 (having come into effect on 8 May 2017) and the need to develop a Memorandum of Understanding to outline roles and responsibilities of relevant stakeholders in the improvement of air quality across the WMCA area be noted;
- (2) That the need to change transport emissions and behaviours in order to improve air quality be noted;
- (3) That the updated draft air quality plan to reduce NO₂ was published on 5 May and the plan be finalised by 31 July 2017 after consultation be noted ;
- (4) That the updated draft air quality plan has identified further local authorities in the West Midlands where there is a persistent exceedance of the annual limit for NO₂ and proposals to address this must be considered be noted;
- (5) That addressing air quality across the West Midlands would benefit from a level of regional cross-party coordination and the intention of TfWM to collaborate and develop a coordinated and standardised approach to respond to the transport implications that result from the publication of the new national air quality plan be noted ;
- (6) That the wider opportunities to develop regional strengths in the low carbon economy in order to benefit the West Midlands economy and to help meet the demand for innovations and products that help improve air quality be noted;
- (7) That the Mayor and Chief Executive Officers and Leaders of the WMCA constituent authorities have been briefed on this matter be noted and
- (8) That a further report on air quality be submitted to a future meeting of this board when the strategy is more developed.

18/16

West Midlands Health and Transport Strategy

Duncan Vernon presented a report that provided an update on how Transport for the West Midlands would be taking forward the development of a health and transport strategy and its overlap with the aims and roles of the Wellbeing Board.

Councillor Meeson noted the importance of public transport provision and in particular the need for frequent bus services to avoid people having to use their cars.

Jane Moore reported that the issue of equalities was significant as people living in deprived communities needed support to benefit from health and transport initiatives, for example; cycling training was required in addition to cycle infrastructure measures.

Anne Shaw concurred with Jane Moore and reported that Birmingham City Council had given away 4,000 bikes (with GPS) to deprived communities and there was evidence that the initiative had improved health, access to employment and had encouraged people to travel further than their local area. Anne Shaw added that she could provide other examples of work with communities that was having a big impact.

In relation to Councillor Hamilton's comment that she supported the concept of Boris Bikes in London, Anne Shaw reported that Birmingham City Council was undertaking a procurement exercise to look at bike sharing across the West Midlands.

Duncan Vernon advised the board that one of the benefits of integrating health and transport in a single strategy was that it would identify areas of deprivation and would look at how communities could be connected.

Resolved

- (1) That Transport for the West Midlands is developing a Health and Transport Strategy be noted;
- (2) That the key elements of the World Health Organisation (WHO) approach from 'Health as the Pulse of the New Urban Agenda and their role in improving health in the West Midlands be noted and
- (3) That further reports on the development of the West Midlands Health and Transport Strategy be submitted to future meetings of this board.

19/16

Mental Health Commission Update

Sean Russell presented a report that provided an update on the current position of the West Midlands Mental Commission Action Plan.

The report outlined progress on key areas that included wellbeing at work, Fiscal Incentive work, Midlands Engine funding, Housing First, Criminal Justice, Primary Mental Health Care, community engagement and mental health awareness training.

In relation to community engagement and in particular the 'Walking Out of Darkness' event that was held on 6 May 2017 in Birmingham, Sean Russell reported that around 450 people attended and conveyed a big thank you to all who had supported this event. He added that for the future, the event would have a focus on remembering people who had taken their own life.

In relation to providing mental health awareness training, Sean Russell advised that there were many different organisations offering a range of options and consideration would need to be given to delivering training at the right time, right place and for the right people.

In relation to an enquiry from Simon Hall as to whether Year 6 Primary Funding could be utilised, Sean Russell reported that there was a significant transition from Year 6 into Year 7 and undertook to discuss the matter with Simon Hall outside of the meeting.

Sue Ibbotson considered the work being undertaken on mental health was fantastic, noting this was the only regional public mental health strategy in the country and urged colleagues to keep supporting Sean Russell.

Resolved that the update on the current position of the West Midlands Mental Health Commission Action Plan be noted.

20/16

One Public Estate

Mark Barrow presented a report that provided an update on the position of the West Midlands One Public Estate Programme since the previous meeting and highlighted the pipeline of projects and activity going forward.

In relation to the report recommendation to retain the proceeds of disposed NHS assets locally, as contained within the 'Naylor Review', Alison Tonge reported that everyone wants to retain assets and that the Strategic Transformation Partnerships (STPs) are engaged in this programme although Coventry and Warwickshire was proposing a different vehicle.

Mark Barrow advised that he was aware of the Coventry and Warwickshire position and was working with them.

Resolved

- (1) That the board endorses the recommendation within the 'Naylor Review' to retain the proceeds of disposed NHS assets locally;

- (2) That the board supports the development of a West Midlands devolution deal ask to implement the retention of NHS disposed assets locally and asks the WMCA Board to support the devolution deal subject to the support of NHS partners;
- (3) That the board seeks support from NHS partners to extend the principle of retaining the value of locally disposed NHS assets in future STP propositions;
- (4) That the board notes and supports progress made within the One Public Estate Programme and its pipeline projects and
- (5) That the board continues to receive update reports on the One Public Estate Programme.

21/16

Strategic Transformation Partnerships (STPs): An Opportunity for Greater Place Based Accountability

Alison Tonge presented a report that outlined the development and future role of the Strategic Transformation Partnerships (STPs) and how they could help deliver the priorities in the 'NHS, Five Year Forward View' and in particular the 4 key 2017/18 priorities.

Councillor Meeson noted that the STPs were still work in progress and enquired how the STPs would be communicated to members of the public so that they would understand their role and remit.

Councillor Hamilton reported that she had been involved with STPs from the beginning and supported the development of the STPs as it would provide the opportunity to offer a joined up approach for health and social care.

Alison Tong advised that she would continue to provide further STPs updates to the board.

Resolved

- (1) That the update on the Strategic Transformation Partnerships (STPs) following the publication of the 'Next Steps on the NHS Five Year Forward Plan' in October 2016 be noted ;
- (2) That the direction of travel regarding the increased importance of 'Place' based accountability in the evolving NHS architecture be noted and
- (3) That the implications of recent developments within the context of partnerships in the wider public service reform agenda in the West Midlands be noted.

22/16 Population Intelligence Offer

Jane Moore presented a report on the draft Population Intelligence Offer that put forward a proposal for the way in which intelligence could support the goals and priorities of the Wellbeing Board.

Jane Moore reported that work was being undertaken with key partner organisations to produce an integrated approach to intelligence and referred to the development of a Population Health Plan.

Jane Moore advised that the draft Population Health Plan would be submitted to the next meeting of this board.

Resolved that the approach to developing population intelligence be supported.

23/16 Any Other Business

None notified.

24/16 Date of Next Meeting

Friday, 28 July 2017 at 1.00pm (to be confirmed following the WMCA Board AGM).

CHAIRMAN

Forward Plan of the West Midlands Combined Authority Board

Date	Title	Lead Member	Lead Officer	Aim
21 July 2017	Governance			
	Devolution			
	Devolution update	Andy Street	Martin Reeves	
	Finance			
	Annual Accounts 2016/17	Cllr Izzi Seccombe	Mark Taylor	
	2017/18 Financial Monitoring	Cllr Izzi Seccombe	Mark Taylor	
	Investment Propositions	Cllr Izzi Seccombe	Mark Taylor	
	Midland Development Capital Ltd	Cllr Izzi Seccombe	Mark Taylor	
	Commissions			
	Land Commission	Cllr Sean Coughlan	Jan Britton	
	Productivity & Skills Commission	Cllr George Duggins	Nick Page	
	Strategic Framework			
	Chair of the WMCA	Andy Street	Martin Reeves	
	Economic Growth	Cllr John Clancy	Martin Reeves	
	Finance & Investments	Cllr Izzi Seccombe	Mark Taylor	
	Health & Wellbeing		Sarah Norman	
	Housing & Land	Cllr Sean Coughlan	Jan Britton	
	Public Service Reform	Cllr Steve Eling	Phil Loach	
	Skills & Productivity	Cllr George Duggins	Nick Page	
	Delivery			
	Transport	Cllr Roger Lawrence	Keith Ireland	
11 August 2017	<i>Provisional Board meeting, if required - hold</i>			
8 September 2017	Governance			
	Devolution			
	Devolution update	Andy Street	Martin Reeves	
	Finance			
	2017/18 Financial Monitoring	Cllr Izzi Seccombe	Mark Taylor	
	Investment Propositions	Cllr Izzi Seccombe	Mark Taylor	
	Commissions			
	Land Commission	Cllr Sean Coughlan	Jan Britton	
	Productivity & Skills Commission	Cllr George Duggins	Nick Page	
	Strategic Framework			

Date	Title	Lead Member	Lead Officer	Aim
	Chair of the WMCA	Andy Street	Martin Reeves	
	Economic Growth	Cllr John Clancy	Martin Reeves	
	Finance & Investments	Cllr Izzi Seccombe	Mark Taylor	
	Health & Wellbeing		Sarah Norman	
	Housing & Land	Cllr Sean Coughlan	Jan Britton	
	Public Service Reform	Cllr Steve Eling	Phil Loach	
	Skills & Productivity	Cllr George Duggins	Nick Page	
	Delivery			
	'Thrive West Midlands' Mental Health Implementation Plan		Sarah Norman	
Transport	Cllr Roger Lawrence	Keith Ireland		
13 October 2017	Governance			
	Devolution			
Devolution update	Andy Street	Martin Reeves		
	Finance			
	Commissions			
Land Commission update	Cllr Sean Coughlan	Jan Britton		
Productivity & Skills Commission update	Cllr George Duggins	Nick Page		
	Strategic Framework			
Chair of WMCA	Andy Street	Martin Reeves		
Economic Growth	Cllr John Clancy	Martin Reeves		
Finance & Investments	Cllr Izzi Seccombe	Mark Taylor		
Health & Wellbeing		Sarah Norman		
Housing & Land	Cllr Sean Coughlan	Jan Britton		
Public Service Reform	Cllr Steve Eling	Phil Loach		
Skills & Productivity	Cllr George Duggins	Nick Page		
	Delivery			
Transport	Cllr Roger Lawrence	Keith Ireland		
10 November 2017	Governance			
	Devolution			
Devolution update	Andy Street	Martin Reeves		
	Finance			
2017/18 Financial Monitoring	Cllr Izzi Seccombe	Mark Taylor		
	Commissions			
Land Commission update	Cllr Sean Coughlan	Jan Britton		
Productivity & Skills Commission update	Cllr George Duggins	Nick Page		

Date	Title	Lead Member	Lead Officer	Aim
	Gangs & Violence Commission final report	PCC David Jamieson	Jonathan Jardine	
	Strategic Framework			
	Chair of the WMCA	Andy Street	Martin Reeves	
	Economic Growth	Cllr John Clancy	Martin Reeves	
	Finance & Investments	Cllr Izzi Seccombe	Mark Taylor	
	Health & Wellbeing		Sarah Norman	
	Housing & Land	Cllr Sean Coughlan	Jan Britton	
	Public Service Reform	Cllr Steve Eling	Phil Loach	
	Skills & Productivity	Cllr George Duggins	Nick Page	
	Delivery			
	Transport	Cllr Roger Lawrence	Keith Ireland	
	'Thrive West Midlands' Mental Health Implementation Plan		Sarah Norman	

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Board Meeting

Date	23 June 2017
Report title	West Midlands HS2 Growth Board – Future Governance and Programme Support
Portfolio Lead	Councillor John Clancy – Economic Growth
Accountable Chief Executive	Keith Ireland, Monitoring Officer & Clerk, WMCA Email: keith.ireland@wolverhampton.gov.uk Tel : 01902 554500
Accountable Employee	Paul Dransfield, Investment Director, WMCA Email: paul.dransfield@birmingham.gov.uk Tel: 0121 303 3803
Report has been considered by	WMCA Programme Board on 2 June 2017

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Agree that the Director of Finance will act as Programme Director for HS2 Growth.
2. Agree that the existing HS2 Growth Coordination Team be seconded to the West Midlands Combined Authority for an initial period of 2 years from 1 August 2017.
3. Authorise Monitoring Officer of the WMCA to make all necessary arrangements to enact recommendations 1 & 2 of this report.

1.0 Purpose

1.1 To seek approval to changes in management of the HS2 Growth Delivery Board.

2.0 Background

2.1 The WMCA took over the lead role in coordinating HS2 growth for the West Midlands from GBSLEP in June 2016. Following this the HS2 Growth Implementation Plan was approved in May 2016 and revised plans were agreed in September 2016 and this set out the governance arrangements a summary of which are attached for information at Appendix 1.

2.2 Prior to the creation of the WMCA, the Growth Board was temporarily funded by and supported by officers at Birmingham City Council. Once the WMCA came into operation in June 2016, this support has continued and the cost of the team has been met by the WMCA investment budget.

2.3 Birmingham City Council is in the process of finalising its future operating model and in doing so is significantly reducing its management structure. In order to make sure the HS2 Growth Implementation Plan is continued to be given a high priority, it is proposed to place the leadership of the programme with the WMCA itself and therefore it is recommended that the Director of Finance will take the lead as Programme Director for HS2 Growth. In addition, it is proposed to second the existing programme manager and members of the coordination team to the WMCA for an initial period of 2 years. The team are being consulted on this proposal. The costs will be met, as at present, by the Investment budget. It is envisaged the team will relocate to Summer Lane. Details of the posts are attached at Appendix 2.

3.0 Financial implications

3.1 The cost of the team's salaries and direct employment costs are £288,255 in a full year which will be met from existing budget allocation for HS2 Growth with WMCA's investment plan budget.

4.0 Legal implications

4.1 Standard secondment agreements between WMCA and Birmingham City Council will need to be entered into.

5.0 Equalities implications

5.1 There are no known implications arising from the report.

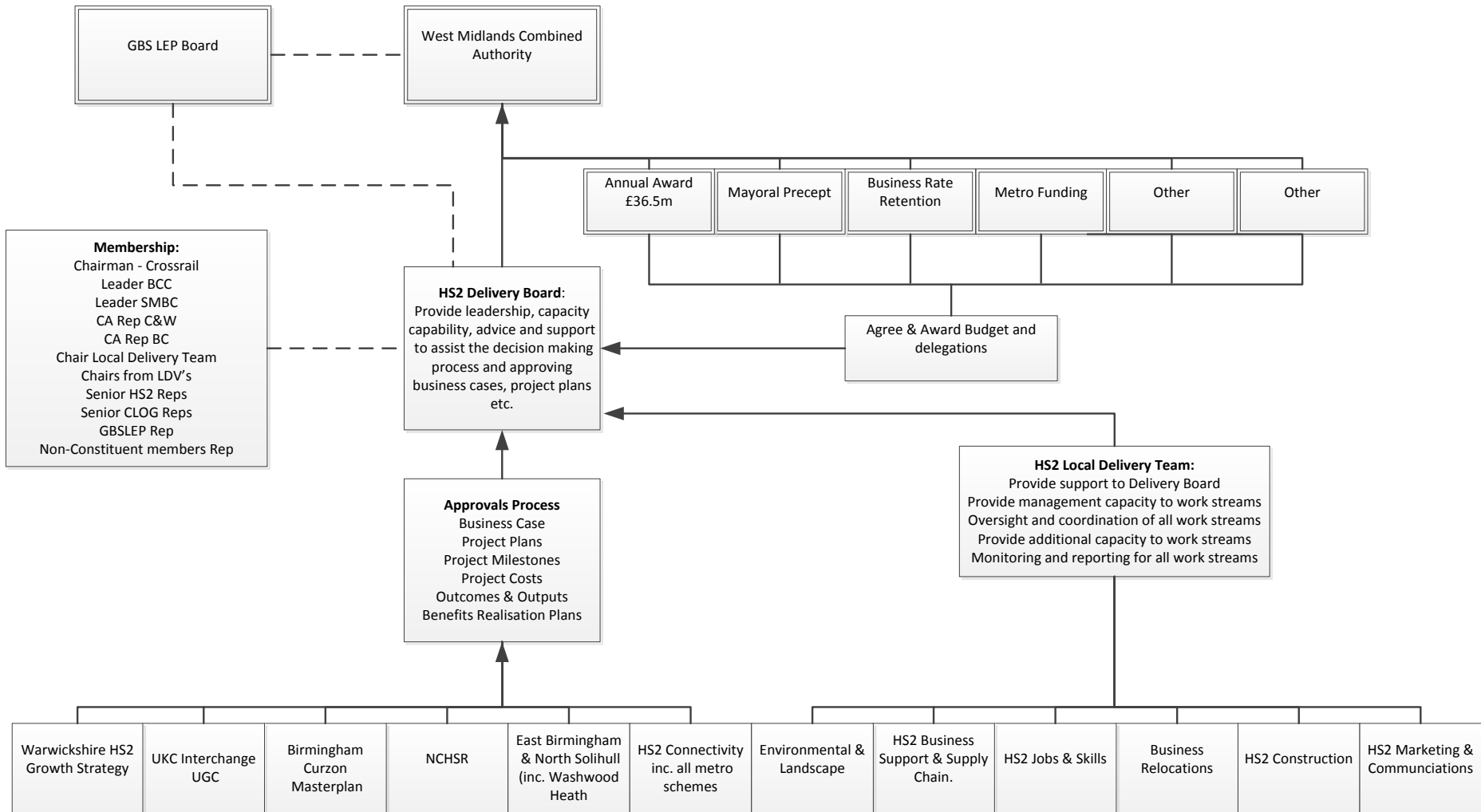
6.0 Other implications

6.1 Employees affected by the change will be consulted prior to the secondment arrangement being finalised.

7.0 Schedule of background papers

7.1 HS2 Growth Implementation Plan – September 2016.

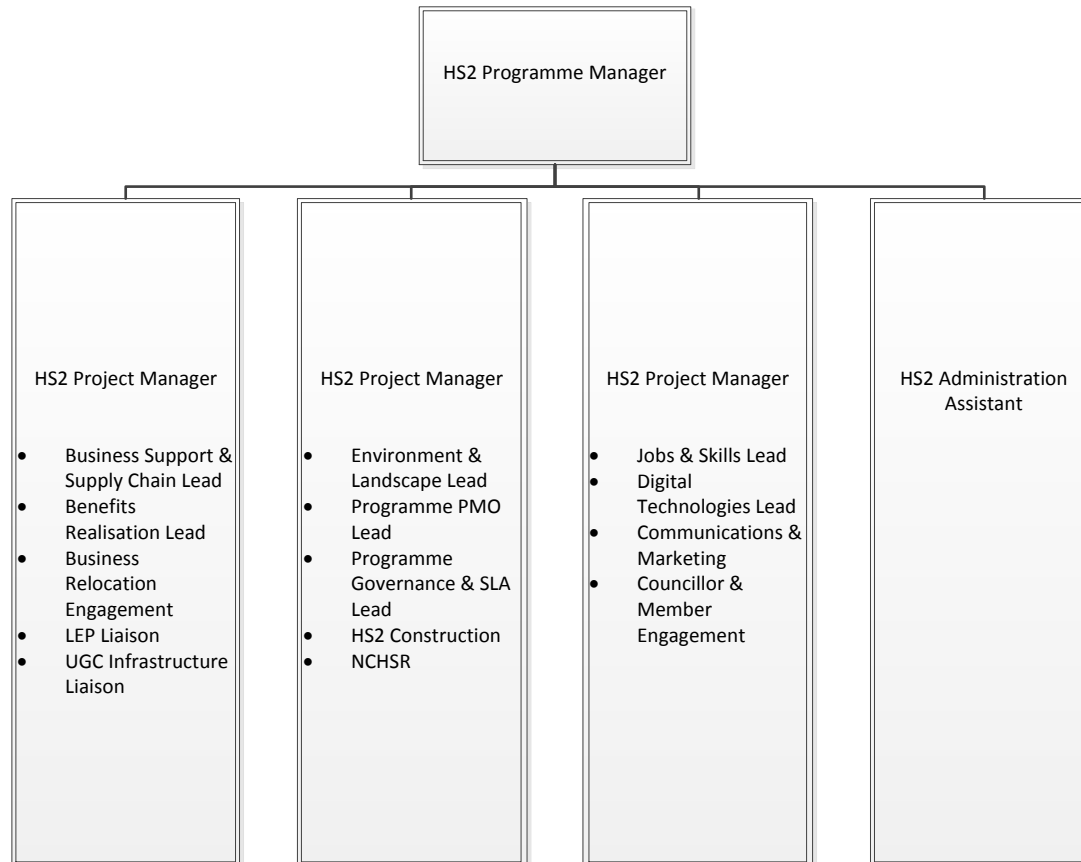
Appendix 1



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HS2 Programme Team Structure

May 2017



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WMCA Board Meeting

Date	23 June 2017
Report title	Land commission update
Portfolio Lead	Councillor Sean Coughlan – Housing & Land
Accountable Chief Executive	Martin Reeves, Chief Executive, WMCA Email Martin.Reeves@coventry.gov.uk Tel 024 7683 3232
Accountable Employee	Simon Neilson, Executive Director, Economy & Environment, Walsall Council Email Simon.Neilson@walsall.gov.uk Tel 01922 652004
Report to be/has been considered by	none

Recommendation(s) for action or decision:

The West Midlands Combined Authority Board is recommended to:

1. Note the WMCA Land Commission update report.

1.0 Purpose

- 1.1 Earlier this year, the West Midlands Combined Authority (WMCA) received the report and recommendations from the West Midlands Land Commission, chaired by Paul Marcuse.
- 1.2 This update report sets out the next steps to be taken to bring forward the programme of work required to respond to the Land Commission recommendations.

2.0 Background

- 2.1 The WMCA established the Commission to identify the means by which the stock of developable land could be increased so that the level of housing completions, and the stock of developable employment sites, could be raised to accommodate the ambitious levels of growth outlined in the WMCA's Strategic Economic Plan.
- 2.2 The Land Commission's report was presented to WMCA Board in February 2017 and the WMCA is now in a position to begin work at pace on responding to the report's recommendations and developing a clear implementation plan.
- 2.3 The Commission identified six 'game changers' which are transformational in nature and which the Commission considers will be needed if the major step change required to deliver the SEP targets is to be achieved. These are:
 - The development of Non Statutory Spatial Frameworks;
 - The designation of Action Zones for residential and commercial development;
 - The creation of new collaborative delivery models;
 - The expanded programme of remediation of brownfield development sites;
 - The strategic review of the Green Belt; and
 - The development of enhanced governance arrangements to provide shared leadership and oversight of the implementation of the measures within the report.
- 2.4 All the members of the WMCA are at different stages of progressing local plans or reviewing future plans across the region. Inevitably any consideration of such matters will be seen through the lens of the work members do together at a West Midlands level and the independent Land Commission report and recommendations. It is important, therefore, that a mechanism through which these matters can be appropriately discussed is established.

3.0 Next Steps

- 3.1 Over the next 10-12 weeks, PwC will support the Portfolio holder to work with the constituent and non-constituent members of the WMCA to develop a collective response to the Land Commission's report and to build consensus on the areas within the report which can be implemented at pace and in the medium term; and identify areas where more work will be needed to define the activity required.
- 3.2 This work needs to be an inclusive process open to all members of the Combined Authority, whether Constituent Members or Non-constituents and it must reflect the important matters it will consider.

- 3.3 To oversee and undertake this work, an officer task and finish Steering Group will be established with representation from the constituent and non-constituent members and other stakeholders representing the Growth Company, One Public Estate programme and Homes & Communities Agency.
- 3.4 The work will include the following activity:
- Baseline the existing activity across WMCA in relation to report's recommendations;
 - Identifying the risks, benefits and issues associated with the implementation of each recommendation, identifying points of convergence and divergence across the local authority members;
 - Identifying any gaps in the Commission's findings/recommendations that the WMCA may seek to address;
 - Proposing appropriate governance arrangements to oversee and support the delivery of the Land Commission's recommendations;
 - Developing a road-map of the key decisions that WMCA will need to take in relation to each recommendation.
- 3.5 This group will also consider the governance required for the land and housing portfolio, including a proposal to establish a WMCA Land & Housing Advisory Board to bring together the appropriate portfolio strands of work, including One Public Estate, accelerated delivery of housing already permitted, future devolution deals and working with the Department for Communities & Local Government and the Homes & Communities Agency.
- 3.6 A further update report will be provided to the Board in September.

4.0 Financial implications

- 4.1 4.1 A budget of £100k has been approved to support Land Commission work in 2017/18. Advisor support to the value of £100k has now been approved to assist with the implementation phase.
- 4.2 There is no budget to support any further Land Commission work this financial year.

5.0 Legal implications

- 5.1 There are no direct legal implications

6.0 Equalities implications

- 6.1 There are no direct equalities implications

7.0 Other implications

- 7.1 Not applicable

8.0 Schedule of background papers

- 8.1 Agenda item 2.1 WMCA Board meeting 17th February 2017, The West Midlands Land Commission

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WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board

Date	23 June 2017
Report title	Memorandum of Understanding – West Midlands Combined Authority and Canals and Rivers Trust
Portfolio Lead	Councillor Roger Lawrence – Transport
Accountable Chief Executive	Keith Ireland, Managing Director, City of Wolverhampton Council & Monitoring Officer for West Midlands Combined Authority Email: keith.ireland@wolverhampton.gov.uk Tel: 01902 554500
Accountable Employee	Stuart Everton, Black Country Director of Transport. Email: Stuart.everton@wolverhampton.gov.uk Tel. 07881358686
Report has been considered by	STOG (22.05.17) and Programme Board (02.06.17)

Recommendation(s) for action or decision:

WMCA Board are recommended to:

1. Approve the contents of the Memorandum of Understanding between The West Midlands Combined Authority and Canals and Rivers Trust.

1. Purpose

- 1.1. The report sets out the need to develop and adopt a collaborative way of working between the West Midlands Combined Authority, constituent local authorities and Canals and Rivers Trust due to the increased levels of funding now available to deliver transport improvements over the next 10 years.
- 1.2. The Memorandum of Understanding (MoU) recognises the interests of all parties and will form the basis for mutual collaboration as scheme delivery and constraints across the network become more critical.

2. Background

- 2.1. Prior to the formation of the combined authority and the announcement of the devolution deal in October 2015, Local Authorities have engaged with the Canals and Rivers trust on an adhoc basis as and when major schemes were delivered.
- 2.2. The Canals and Rivers Trust was formed in July 2012 and operates as a charity. In doing so it is heavily reliant on investment from outside organisations and fees that are generated from works being undertaken on their network.
- 2.3. Over the last 4 years, both Birmingham City Council and the Black Country LEP have invested heavily to upgrade the canal tow paths to increase the level of cycling and walking across the metropolitan area.
- 2.4. The development of schemes such as Wednesbury to Brierley Hill and East Birmingham Metro Extension require a substantial amount of interaction between both parties, with considerable amounts of land access and acquisition required. Other major highways schemes such as M6 J10 will require planning and acquisition to be undertaken with CRT that is time critical.
- 2.5. Through schemes such as this listed above, the Canal and River Trust assets will be enhanced and will also introduce higher demand on their network. In return for the West Midland Combined Authority and constituent Local Authorities making a considerable investment at nil cost to CRT, there is a need to introduce a streamlined process to allow schemes to be delivered without incurring unnecessary delays.
- 2.6. The MoU will seek to prevent CRT from submitting objections to planning applications or Compulsory Purchase Orders where they stand to benefit from the improvements, either through an enhancement in the value of their assets or increase in use on the network. In addition all fees due on schemes will be waived unless legal agreements are required for indemnity purposes.
- 2.7. CRT will only be able to object to a planning application or CPO where it is detrimental to its own asset or user base.
- 2.8. This agreement applies to the Metropolitan Authorities within the Combined Authorities and any work funded through the 3 Local Enterprise Partnerships.

2.9. Signatory to the West Midlands Combined Authority will be Tim Martin, Head of Governance.

3. Impact on the Delivery of the Strategic Transport Plan

- 3.1 The Metropolitan Tier: Rail and Rapid Transit Network, Key Route Network, Strategic Cycle Network
- 3.2 The West Midlands Combined Authority (WMCA) policies that are supported include:
- Policy 1 – To accommodate increased travel demand by existing transport capacity and new sustainable transport capacity.
 - Policy 3 – To maintain existing transport capacity more effectively to provide greater resilience and greater reliability for the movement of people and goods.
 - Policy 4 – To improve connections to new economic development locations to help them flourish, primarily through sustainable transport connections.
 - Policy 6 – To improve connections to areas of deprivation.
 - Policy 8 – To improve connections to new housing development locations to help them flourish, primarily through sustainable transport connections.
 - Policy 10 – To help tackle climate change by ensuring a large decrease in greenhouse gases from the West Midlands Metropolitan Area's transport system.
 - Policy 13 – To assist with the reduction of health inequalities in the West Midlands Metropolitan Area.
 - Policy 14 – To increase the accessibility of shops, services and other desired destinations for socially excluded people.

4. Wider WMCA Implications

4.1. The MoU will allow schemes contained within the High Speed Two Connectivity Package and the West Midlands' 2026 Delivery Plan for Transport to be developed and delivered more efficiently and to reduce the amount of delays encountered when changes are required to schemes on site.

5. Financial implications

- 5.1. There are no direct savings to the Local Authorities or West Midlands Combined Authority as part of this report.
- 5.2. Savings will be generated through a reduction in fees required to undertake works on the Canals and Rivers Trusts land and assets and through more efficient delivery methods. Thus expediting schemes to site more quickly.
- 5.3. Savings will also be generated from the reduction in objections submitted during the Compulsory Purchase Order process and the need for subsequent Public Inquiries.

6. Legal implications

6.1. The memorandum of understanding is not legally binding by either party, but sets out a mutually agreed way of operating. In return, further levels of investment will be directed towards the Canals and Rivers Trust.

7. Equalities implications

7.1. No equality implications envisaged in relation to this report.

8. Other Implications

8.1. None Identified

9. Schedule of background papers

9.1. None

10. Appendix

Appendix 1: Draft Memorandum of Understanding between WMCA & Canals and Rivers Trust



WEST MIDLANDS
COMBINED AUTHORITY



**Canal &
River Trust**

DRAFT MEMORANDUM OF UNDERSTANDING

between

West Midlands Combined Authority (WMCA) & Canal & River Trust (CRT)

1 BASIS

This memorandum of understanding (MoU) between Canal & River Trust (CRT) and West Midlands Combined Authority (WMCA) has been drawn up to:

- Recognise the interests of the two organisations
- Create a basis for mutual collaboration
- Establish areas for co-operation in the development and promotion of sustainable transport projects on or near the Trust's canals and rivers and how this links to the wider transport infrastructure across the West Midlands Combined Authority area.

2 DEFINITIONS

CRT means Canal & River Trust.

CRT is a company limited by guarantee. Registered in England No. 07807276. Registered Charity No. 1146792. Registered office is at: First Floor North, Station House, 500 Elder Gate, Milton Keynes MK9 1BB.

WMCA means West Midlands Combined Authority

WMCA is a representative body for the seventeen local authorities, seven of which are constituted members, five are non-constituted members, five are observing authorities and three Local Enterprise Partnerships.

West Midlands Combined Authority; 16 Summer Lane, Birmingham B19 3SD

MoU means this Memorandum of Understanding between CRT and WMCA.

3 BACKGROUND

The Canal & River Trust (CRT) exists to protect and promote our inland waterway network in England and Wales so that our unique waterway heritage will always be a valued part of local landscapes and communities.

The West Midlands Combined Authority represent seven local authorities and three Local Enterprise Partnerships working together to deliver large scale schemes using shared resources, across the West Midlands.

The seven constituted authority areas covered by this agreement are;

- Birmingham City Council
- Coventry City Council
- Dudley Metropolitan Borough Council
- Sandwell Metropolitan Borough Council
- Solihull Metropolitan Borough Council
- Walsall Metropolitan Borough Council
- City of Wolverhampton Council

The three Local Enterprise Partnerships (LEPs) are;

- Black Country LEP
- Greater Birmingham and Solihull LEP
- Coventry and Warwickshire LEP

4 DECLARATION OF A COMMON OBJECTIVE

CRT and WMCA declare their common objective is to work collaboratively on projects and other relevant transport schemes in order to facilitate the successful delivery of shared goals and objectives.

5 WORKING TOGETHER

CRT and WMCA:

Wish to work in a spirit of partnership and co-operation for the benefit of inland waterways and wider transport infrastructure, across the WMCA area.

6 COLLABORATION

CRT and WMCA commit to working together in the following ways;

- 6.1 Holding bi-annual meetings with representatives nominated by each organisation, in April and September (or otherwise agreed between the parties) in order to inform each organisation of planned projects which may affect canals or rivers managed by CRT or where CRT projects may impact on West Midlands transport infrastructure. Furthermore this meeting will identify opportunities to work in partnership to deliver common objectives set out in 4 above.
- 6.2 Representatives will agree to disseminate information to relevant teams within each organisation and in the case of WMCA with the relevant local authority.
- 6.3 In recognition of WMCAs investment in CRTs assets within a financial year, any charges or fees made by CRT under CRTs Code of Practice for WMCA projects affecting CRT assets, will be reviewed by CRTs National Infrastructure

Services Manager with a view to reducing or waiving fees on a project by project basis. In any case CRT shall use reasonable endeavours to control such costs, for example by minimising the use of external consultants to handle WMCA project matters.

- 6.4 Where a project is likely to result in the compulsory purchase of land held in Trust by CRT or where CRT land or interests are likely to be the subject of a Transport and Works Act Order application, WMCA will undertake early consultation on a project by project basis. Both organisations will negotiate in the spirit of openness and fairness, and subject to a satisfactory outcome for both parties, including details of any compensation, will seek to negate the need for formal objection.
- 6.5 Where CRT submits a formal objection to a draft Transport and Works Act Order or a compulsory purchase order the parties shall bear their own costs in respect of negotiating in relation to the objection and in drawing up any related legal agreement.
- 6.6 Where there are prior agreements between the parties related to Transport and Works Act Orders (including for the avoidance of doubt those entered into by the West Midlands Passenger Transport Executive/Centro and/or British Waterways) their provisions shall be delivered and implemented in a spirit of openness and co-operation. The parties shall bear their own costs in relation to any changes required to update such agreements due to changes in circumstances.
- 6.7 As a key stakeholder, CRT will contribute constructively to the development of appropriate West Midlands transport plans and strategies.
- 6.8 WMCA agree to work with CRT to identify and develop appropriate funding bids that help to provide resources to deliver common objectives and develop an integrated and more sustainable West Midlands transport system.

7 GENERAL PROVISIONS

- 7.1 The Agreement is written in the spirit of goodwill and cooperation in order to achieve common goals and objectives.
- 7.2 This agreement does not remove CRTs rights of objection in response to draft Transport and Works Act or compulsory purchase orders.
- 7.3 Each party retains the option to progress sole initiatives without the agreement of the other party.
- 7.4 This MoU does not constitute or infer any contract or binding agreement on or between CRT and WMCA, local authority, LEP or any of their successors.
- 7.5 The effective date for this MoU between CRT and WMCA shall be the date of the later signature below.

7.6 This MoU shall remain in effect until terminated in writing by either party and may only be modified upon the written agreement of both parties.

7.7 If any part of this MoU is frustrated, the parties will endeavour to develop new provisions that will achieve the common objective set out in 4 above.

Signed for and on behalf of
Canal & River Trust

Signed for and on behalf of
West Midlands Combined Authority

<NAME>

Date:

<NAME>

Date:

DRAFT



WEST MIDLANDS
COMBINED AUTHORITY

West Midlands Combined Authority Board

Date	23 June 2017
Report title	Swift Vending Machine Wider Rollout
Portfolio Lead	Councillor Roger Lawrence - Transport
Accountable Chief Executive	Keith Ireland, Managing Director, City of Wolverhampton Council & Monitoring Officer for West Midlands Combined Authority
Accountable Employee	Matt Lewis, Head of Swift, Transport for West Midlands Email: matthewlewis@centro.org.uk Tel: 0121 214 7025
Report to be/has been considered by	Smart Programme Board (22 May 2017)

Recommendation(s) for action or decision:

The West Midlands Combined Authority Board is recommended to:

- Agree to the wider rollout of Swift vending machines across all TfWM bus stations and at key interchanges subject to business case.

1.0 Purpose

1.1 The purpose of this report is to highlight the success to date of the Swift vending machine pilot at Wolverhampton Bus Station and to gain agreement, subject to business case, to the wider rollout of vending machines at the key locations detailed below.

2.0 Background

2.1 In order to access the benefits of Swift, customers need to obtain a Swift card. These are widely available through TfWM and National Express Travel Information Centres (TIC), Payzone¹ outlets and the through the online web portal. However, access can still be improved. In particular, key transport interchanges without TICs and other strategic sites such as the Birmingham Airport are currently without immediate access to Swift, with customers' easiest option to obtain a card being the online portal which with postage limitations means they have to wait between 24 and 48 hours before they can get a card.

3.0 Wolverhampton Pilot

3.1 In an effort to deliver greater access to the Swift card, TfWM has piloted a Swift vending machine at Wolverhampton Bus Station. The vending machine is pictured below:

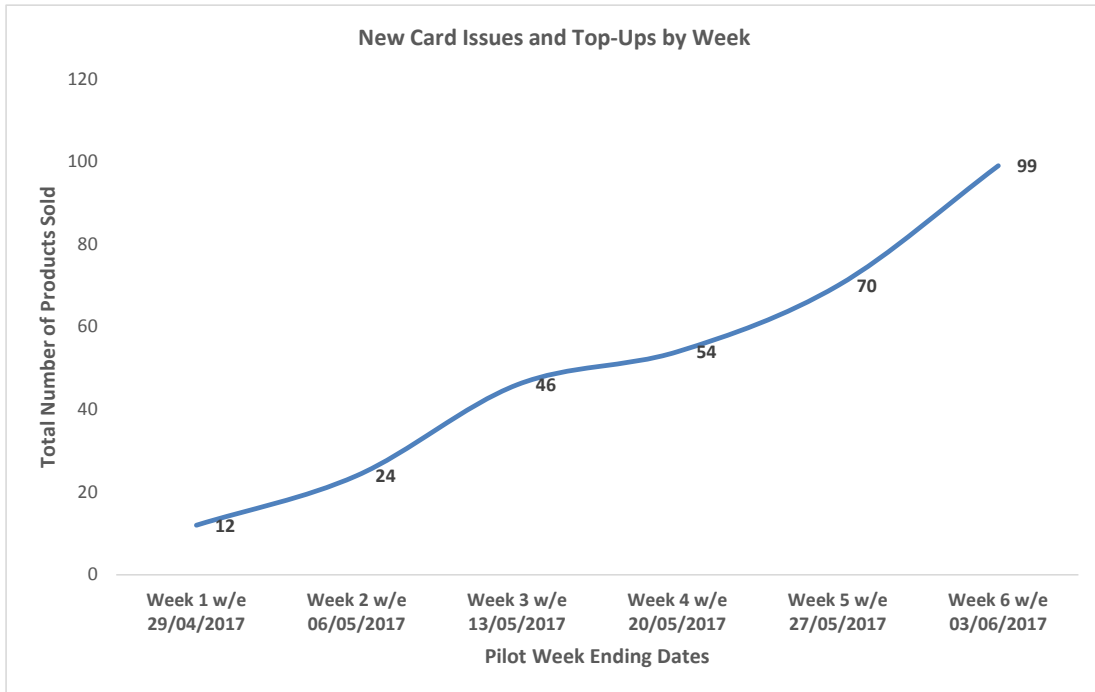


3.2 There are a number of types of Swift card available, including those for Pay-as-you-go and multiday tickets which are transferrable between customers and therefore do not require photo identification on the card; and Swift cards that carry season tickets which are not transferrable across customers and as such do require a photo of the user on the card for identification. The Swift vending machine, dispenses both card types and as such has the functionality to take a photo of the customer – this is a UK first in the area of smart ticketing.

3.3 As well as dispensing cards, the vending machine also allows customers to buy any ticket within the Swift range including season tickets and Swift Pay-as-you-go credit. Customers can even use their contactless bank card to pay for it.

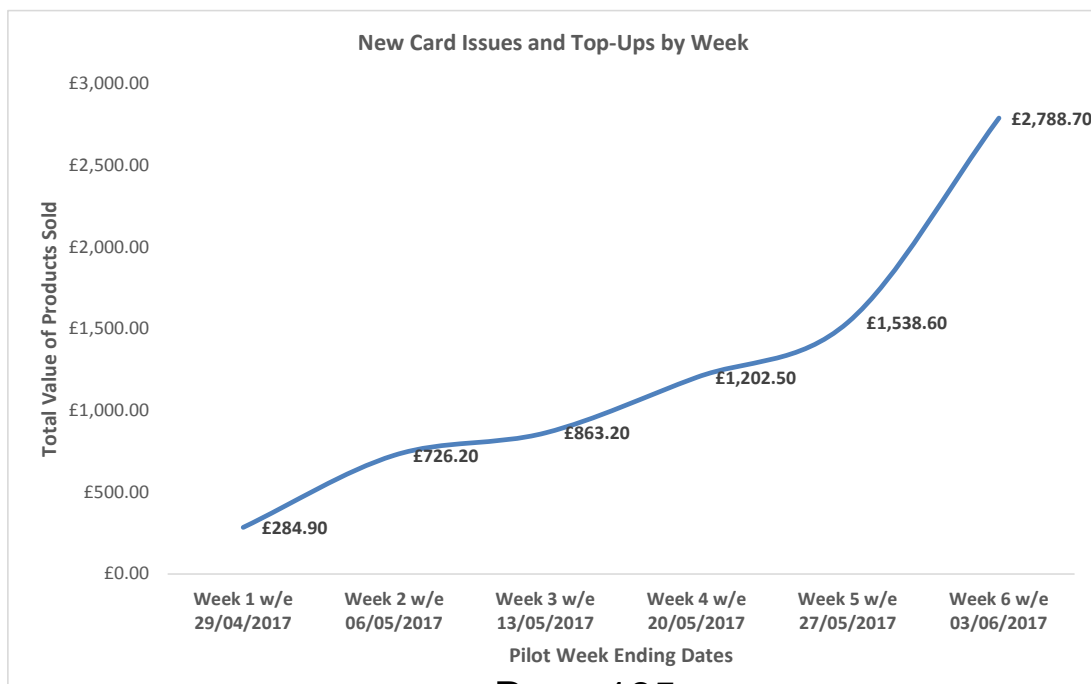
¹ Swift Pay-as-you-go only

3.4 The vending machine was installed in April and, as shown in the graphs below, is increasingly popular with customers.



3.5 As can be seen above, within the space of 6 weeks, ticket purchases has grown to almost 100 per week. Customers appreciate the fact that the vending machine is available throughout the day and usage is high when the Wolverhampton TIC is outside of opening hours. We expect this level of growth to continue.

3.6 The graph below shows the value transacted through the system during the first 6 weeks of operation:



4.0 Customer Feedback

4.1 In order to capture customers' views of the vending machine, the screen offers a voluntary pop-up survey at the end of the transaction, asking three simple questions with customers required to score on a scale between 1 and 5, with 5 being the most positive response.

4.2 The three questions and scores are listed below:

- Is the vending machine easy to use? – 89% of people scored either 4 or 5 with 70% scoring 5.
- Would you use the vending machine again? – 91% of people scored either 4 or 5 with 74% scoring 5.
- Would you recommend the vending machine to a friend? – 91% of people scored either 4 or 5 with 69% scoring 5.

4.3 This is really positive feedback and indicates that Swift vending machines would be popular in other similar locations.

5.0 Locations for wider rollout

5.1 A Swift vending machine at Birmingham Airport would provide visitors with easy access to Swift Pay-as-you-go and Multiday tickets meaning they would receive the same benefits as residents when using the bus for their onward journeys.

5.2 TfWM has the following 12 key bus stations and interchanges which would benefit from the introduction of a Swift vending machine:

- Bearwood
- Bilston
- Coventry
- Cradley Heath
- Dudley
- Halesown
- Merry Hill
- Stourbridge
- Walsall
- Wednesbury
- West Bromwich
- Wolverhampton

5.3 Whilst, Birmingham City Centre, Solihull Town Centre and Sutton Coldfield Town Centre are not staffed interchanges, they are significant destinations for bus travellers and as such would also be good locations for vending machines. Equally, the rollout of Swift vending machines at key tram stations such as West Bromwich and Priestfield should be well used, given information we have on Swift usage.

5.4 Swift is only currently available to direct debit customers on the rail network and as such the rollout of Swift vending machines to rail stations at this stage may confuse customers as there are no Swift tickets that can be vended to them. Also, the next rail franchisee will have significant commitments to support Swift and we expect this to include updating the estate of vending machines that are already on the rail network and as such the rollout of Swift vending machines onto rail stations has been excluded at this stage.

6.0 Costs

- 6.1 To adequately provide Swift vending facilities to the locations above, would require roughly 20 machines. The manufacturer of the Swift vending machine for the pilot has provided a cost estimate of £14,000 per unit including installation costs, if purchased in a bulk order of 20 or more. Purchasing less than 20 units would cost £15,000 per unit.
- 6.2 Therefore, based on the estimate provided above, it would cost c. £280,000 to deliver 20 Swift vending machines at strategic locations across the region. TfWM would hope that through competitive tender, the estimate provided by the pilot manufacturer would be reduced.

7.0 Financial implications

- 7.1 A one-off budget allocation of approximately £40k was made available to fund the pilot Swift vending machine in Wolverhampton Bus Station. This budget has funded its development and installation together with initial operational costs. It is estimated that there will be a budget surplus of approximately £4k. Currently, no further budget has been identified to fund further machines.
- 7.2 WMCA charges operators 2.5% commission for the sale of any product and 2.5% commission on PAYG usage. This will cover associated transactional bank charges and, assuming a reasonable level of sales, should also fund the ongoing operational costs, for example any electricity or licence costs of machines.
- 7.3 Should the installation of more vending machines encourage new customers to use Public Transport, rather than simply encourage a transfer of customers from one method of purchasing products to another, WMCA's ticketing commission income should increase, providing an additional income stream which could be used to procure more vending machines. Should the business case be successful, this factor should be considered when determining how a roll-out of new machines should occur. For instance, a machine at Birmingham Airport may be more likely to attract new customers, and therefore generate new income, than a machine at a Bus Station which has a nearby Travel Information Centre or Payzone outlet.

8.0 Legal implications

- 8.1 There are no known legal implications associated with the content of this report.

9.0 Equalities implications

- 9.1 There are no equalities implications associated with this report

10.0 Other implications

- 10.1 There are no other implications associated with this report.

11.0 Schedule of background papers

11.1 "Swift Programme 2017" presented to the West Midlands Combined Authority Board on the 17 February 2017

12.0 Appendices

12.1 None.

END



WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board

Date	23 June 2017
Report title	Swift on rail at Non-Constituent Member stations
Portfolio Lead	Councillor Roger Lawrence – Transport
Accountable Chief Executive	Keith Ireland, Managing Director, City of Wolverhampton Council & Monitoring Officer for West Midlands Combined Authority
Accountable Employee	Matt Lewis, Head of Swift, Transport for West Midlands Email: matthewlewis@centro.org.uk Tel: 0121 214 7025
Report to be/has been considered by	Smart Programme Board (22 May 2017)

Recommendation(s) for action or decision:

The West Midlands Combined Authority Board is recommended to:

- Agree to the migration of the nNetwork and nTrain ‘Add-on’ tickets onto the Swift platform to bring the Swift card experience to Non-Constituent Member residents travelling on the rail network into the West Midlands from July 2017.
- Review the progress update for the delivery of the Redditch pilot as detailed in section 4 below.

1.0 Purpose

- 1.1 The purpose of this report is to seek approval to migrate the nNetwork and nTrain 'Add-on' tickets onto the Swift platform and to provide an update on the progress towards delivering the Swift pilot in Redditch.

2.0 Background

- 2.1 Circa 13,500 rail passengers who live in the West Midlands use Swift everyday through the nTrain and nNetwork direct debit scheme. These schemes also include an 'add-on' ticket that provides access to the West Midlands rail network, to those living in the wider 'journey to work' area. There are currently c.1000 customers on the direct debit scheme that live outside the West Midlands, who use these 'add-on' tickets.
- 2.2 The Swift team has successfully tested these ticket types on the Swift platform including at smart enabled rail gates. The team has also gained agreement for rollout from all of the Train Operating Companies (TOCs) that operate in this wider area. Therefore, it is ready to begin the rollout to customers which it expects to commence at the start of July.

3.0 Non-constituent stations.

- 3.1 TfWM is keen to rollout the benefits of Swift into the wider non-constituent areas and this project provides a great opportunity to do so. This project will deliver access to Swift to direct debit customers who use the following stations:

Cannock Chase District Council: Rugeley Trent Valley; Rugeley Town; Hednesford; Cannock

North Warwickshire Borough Council: Polesworth; Atherstone; Coleshill Parkway; Water Orton

Nuneaton and Bedworth Borough Council: Nuneaton; Bermuda Park; Bedworth

Redditch Borough Council: Redditch

Rugby Borough Council: Rugby

Stratford-on-Avon District Council: Stratford-on-Avon; Stratford-on-Avon Parkway; Wilmcote; Wooton Wawen; Henley in Arden; Danzey; Wood End; The Lakes; Bearley; Claverdon

Shropshire Council: Shrewsbury; Shifnal; Cosford; Albrighton

Tamworth Borough Council: Tamworth; Wilnecote

Telford and Wrekin Council: Wellington; Oakengates; Telford Central

Warwickshire County Council: Leamington Spa; Warwick; Warwick Parkway; Hatton; Lapworth

3.2 To use their Swift card, customers will board the train at their station and show their Swift card to the Train Manager if requested, the Train Manager can then check the Swift card is valid using either the Swift App or a purpose build checking device (this depends on the operator). If the customer comes into any of the following stations; Birmingham New Street, Birmingham Snow Hill, Birmingham Moor Street, Birmingham International, Five Ways, University or Coventry, then they merely place their Swift card onto the gate reader and the gate will open.

4.0 Swift in Redditch – Development update

4.1 The location for three Swift Collectors has been agreed with two being installed at Redditch Bus Station and one at the Alexandra Hospital. These Collectors allow customers to download tickets or Pay-as-you-go credit onto their Swift card following an online purchase. These Swift Collectors are currently being manufactured and will be installed on site in the coming months

4.2 Diamond, the largest bus operator in Redditch has agreed to migrate its 1 and 4 week tickets onto the Swift platform as well as accepting Swift Pay-as-you-go. The Swift team is also in discussion with other Redditch based operators to give them an opportunity to transfer their tickets onto the Swift platform.

4.3 The project is on track and as such the Swift Team is confident that it will be delivered by September as planned.

5.0 Financial implications

5.1 The migration of add-on tickets onto the Swift platform was included within the initial system requirements specified in the 2015 Swift procurement and, as such, is fully funded from existing budgets.

5.2 The cost of the Swift collectors in Redditch will be borne by Worcestershire County Council.

6.0 Legal implications

6.1 There are no known legal implications associated with the content of this report.

7.0 Equalities implications

7.1 There are no equalities implications associated with this report

8.0 Other implications

8.0 There are no other implications associated with this report.

9.0 Schedule of background papers

9.1 “Swift Programme 2017” presented to the West Midlands Combined Authority Board on the 17 February 2017

[PUBLIC]

10.0 Appendices

10.0 None.

END

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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