

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:

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AGENDA

No.	Item	Presenting	Pages
Items of Public Business			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interest	Chair	None
3.	Chair's Remarks (if any)	Chair	None
4.	Minutes - 8 September 2017	Chair	1 - 10
Governance			
5.	The Mayor and WMCA Structures	Chair	Verbal Report
6.	Performance Reporting	Chair	11 - 32
7.	West Midlands Competitive Positioning Paper	Martin Reeves	33 - 40
8.	Appointment of WMCA Statutory Officers	Chair	41 - 42
9.	Forward Plan	Chair	43 - 46
Finance & Investments			
10.	Financial Monitoring 2017/18	Councillor Izzi Seccombe	47 - 58
11.	Independent Evaluation of Local Growth Interventions	Councillor Izzi Seccombe	59 - 64
Housing & Land			
12.	Housing Infrastructure Fund Application	Councillor Sean Coughlan	Verbal Report
Skills & Productivity			
13.	Skills Progress Update	Nick Page	Verbal Report
Transport			
14.	West Midlands Common Approach to Cycling: Bikeshare	Councillor Roger Lawrence	65 - 72
Wellbeing and HS2			
15.	'West Midlands on the Move' Strategic Framework	Councillor Bob Sleigh	73 - 138

16.	West Midlands Mental Health Commission Update	Councillor Bob Sleigh	139 - 146
Minutes			
17.	Minutes of the Investment Board - 4 August 2017	Councillor Izzi Seccombe	147 - 150
18.	Minutes of the Transport Delivery Committee - 4 September 2017	Councillor Richard Worrall	151 - 158
19.	Minutes of the Overview & Scrutiny Committee - 12 September 2017	Councillor Peter Hughes	159 - 166
20.	Minutes of the Audit, Risk & Governance Committee - 15 September 2017	David Lane	167 - 176
Date of Next Meeting			
21.	Friday 10 November 2017 at 11.00am	Chair	None
Items of Private Business			
22.	Exclusion of the Public and Press	Chair	None
23.	Joint Data Team Contract	Councillor Roger Lawrence	177 - 186
24.	Commonwealth Games 2022 Update	Martin Reeves	Verbal Report



WEST MIDLANDS COMBINED AUTHORITY

Board Meeting

Friday 8 September 2017 at 11.00am

Minutes

Mayor of the West Midlands Combined Authority Area

Andy Street (Chair)

Constituent Members

Councillor John Clancy	Birmingham City Council
Councillor Sean Coughlan	Walsall Metropolitan Borough Council
Councillor Ian Courts	Solihull Metropolitan Borough Council
Councillor George Duggins	Coventry City Council
Councillor Patrick Harley	Dudley Metropolitan Borough Council
Councillor Syeda Khatun	Sandwell Metropolitan Borough Council
Councillor Roger Lawrence	City of Wolverhampton Council

Non-Constituent Members

Jonathan Browning	Coventry & Warwickshire Local Enterprise Partnership
Councillor Bill Hartnett	Redditch Borough Council
Councillor Dennis Harvey	Nuneaton & Bedworth Borough Council
Councillor David Humphreys	North Warwickshire Borough Council
Ninder Johal	Black Country Local Enterprise Partnership
Councillor Izzi Seccombe	Warwickshire County Council
Councillor Michael Stokes	Rugby Borough Council
Councillor Stephen Thirlwell	Stratford-on-Avon District Council

Observer Members

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

Apologies for absence were received from Lee Barron, Councillor Steve Eling, Steve Hollis, Councillor Abdul Khan, Councillor Paul Moore, Councillor Bob Sleigh and Stewart Towe.

44. Chair's Remarks

(a) Business Advisory Group

The Mayor announced that he had appointed Phil Carlin, Managing Director of SevenCapital to chair meetings of his Business Advisory Group. He thanked Phil Carlin for accepting this position and looked forward to him leading the work of the group.

45. Minutes - 21 July 2017

The minutes of the meeting held on 21 July 2017 were agreed and signed by the Mayor as a correct record.

46. Update: The Mayor and WMCA Structures

The Mayor presented a report on his proposed approach to the WMCA structures to deliver the priorities of the Mayoral West Midlands Combined Authority.

The Mayor reported that Sean Pearce had recently been appointed Director of Finance and Julia Goldsworthy had been appointed Director of Strategy. In addition, Professor Francis Davis and Amrick Singh Ubhi had been appointed co-chairs of the Faith Conference Steering Group.

Resolved:

(1) The proposed development of the West Midlands Combined Authority structures, in order to deliver the priorities of the Mayoral West Midlands Combined Authority, be endorsed.

47. WMCA Digital Board

The board considered a report on the approach to developing a Digital Strategy for the West Midlands in order to maximise the opportunities arising from enhancing the digital skills base of the region's workforce, developing digital infrastructure and attracting business to the region.

Jonathan Browning welcomed the establishment of the Digital Board, and stressed the value of it creating links with the work of the Strategic Economic Plan Board.

Resolved:

(1) The establishment of a Digital Board, focused on developing a Digital Strategy for the region and bringing together the various strands of activity in the space across local authorities, local enterprise partnerships and other groups, be approved.

(2) The remit and key objectives of the Digital Board be approved, to allow it to start work immediately on developing the Digital Strategy.

48. Mayoral WMCA Governance of the West Midlands Fire Services

The board considered a report seeking support for the next steps in progressing the route to Mayoral West Midlands Combined Authority governance for the West Midlands Fire Service.

The report set out proposals for future governance of the fire service that would ensure that its roles and responsibilities were positioned in such a way as to enable its effective and efficient operation. David Jamieson indicated that the new governance arrangements should seek to embed greater accountability, along with clear lines of responsibility. He posed a number of governance and organisational issues that would need clarifying, and the Clerk confirmed that these were issues that would be resolved as part of the intended governance review.

Resolved:

(1) The development of the Governance Review and Scheme to consider whether the proposed roles and functions of the West Midlands Fire & Rescue Authority for the West Midlands Fire Service should be transferred to the Mayoral West Midlands Combined Authority be agreed.

(2) The proposed future model of Mayoral West Midlands Combined Authority governance for the West Midlands Fire Service be noted.

(3) The process and legislative route required to enable the transfer of the West Midlands Fire & Rescue Authority functions to the Mayoral West Midlands Combined Authority, and the indicative timescales, be noted.

(4) A further report on the outcome of the consultation on the Governance review and Scheme be considered at a future meeting of the WMCA Board.

49. Investment Board Governance

This item was withdrawn for consideration at a future meeting of the WMCA Board.

50. Forward Plan

The forward plan of items to be reported to future meetings of the board was noted.

51. WMCA Environmental Portfolio Priorities

The board considered a report setting out the strategic approach of the West Midlands Combined Authority to the delivery of the wider sustainability agenda and the specific environmental priorities.

The Environmental portfolio sought to include a mixture of activities where the role and the combined authority could add value. The Mayor thanked Sustainability West Midlands for the work it had undertaken to support this work area.

Resolved:

(1) The proposed Environmental portfolio priorities and structure, including air quality, be agreed.

52. WMCA Social Value Policy

Councillor Izzi Seccombe presented a report on the need for a Social Value Policy to communicate a consistent and collaborative approach to driving social value with a vision to create, deliver and sustain greater community benefits through the use of social value within the region.

There was now a legal obligation on public authorities and other public bodies to consider the social good that could come from the procurement of services at commissioning stage, so as to give consideration to the wider impact of service delivery. David Jamieson noted the ambition contained within the policy, and indicated that he was happy to share the experiences of preparing a similar policy for West Midlands Police to help the policy evolve. The Clerk confirmed that the policy would apply to transport-related procurement.

Resolved:

(1) The adoption and communication of a West Midlands Combined Authority Social Value in Procurement Policy be approved.

(2) The further development of the Social Value in Procurement Policy be delegated to the Monitoring Officer, in consultation with the Portfolio Lead for Finance & Investments.

53. WMCA Brownfield Land and Property Development Fund - Commissioning Framework

Councillor Sean Coughlan presented a report finalising the way that the WMCA Brownfield Land and Property Development Fund would be applied by Finance Birmingham, identifying the targeted economic outputs as a result, and seeking approval of the commissioning framework.

The fund sought to invest in projects which supported the re-use of brownfield land and buildings and the delivery of supporting infrastructure.

Resolved:

(1) The WMCA Brownfield Land and Property Development Fund Commissioning Framework for the £50m element managed by Finance Birmingham, formerly known as Individual Strategic Developments Element and as previously approved on 17 February 2017 in the Information Memorandum, be approved.

54. Black Country Land and Property Investment Fund - Commissioning Framework

Councillor Sean Coughlan presented a report seeking approval of the Black Country Land and Property Investment Fund Commissioning Framework.

The commissioning framework provided for an eligibility criteria, arrangements for accountable body arrangements and Project Management Office processes and criteria that would be used to evaluate funding bids.

Resolved:

(1) The Black Country Land and Property Investment Fund be approved for the £53m element managed by Black Country Local Enterprise Partnership.

(2) It be noted that this would provide assurance to WMCA members that the Black Country was clear in how it wished to manage and apply the fund and the outputs it was targeting.

(3) Authority be delegated to the Black Country Executive Joint Committee to manage the Black Country Land and Property Investment Fund, including approving individual projects, allocating resources, financial and contract management within approved limits, and reporting back to the WMCA Board as appropriate on progress.

55. Black Country Land and Property Investment Fund - Funding Proposal for Administrative Functions

Councillor Sean Coughlan presented a report on a proposal for funding the administrative functions to support the Black Country Land and Property Investment Fund, including a proposal to top slice the fund.

The Black Country Consortium Programme Management Office would manage the fund, and it was proposed that these costs were recovered through a top slice of the grant.

Resolved:

(1) The principle that the administrative costs of supporting effective programme development delivery and on-going monitoring of schemes funded through the Land and Property Investment Fund monies being recovered through a top slice of the fund be approved.

(2) The underwriting of these costs be provided via the gain share awarded to the West Midlands Combined Authority in the event that costs incurred were unable to be capitalised.

56. WMCA Land Delivery Action Plan

Councillor Sean Coughlan presented a report on the proposed Land Delivery Action Plan that set out how the WMCA planned to work collaboratively to accelerate the quantum and delivery pace of housing and employment space towards delivery of local plan allocations which supported the Mayor's commitment to delivering 25,000 homes in the West Midlands by 2020.

The action plan set out the short, medium and longer term collective actions that were proposed to achieve a step change in delivery pace, along with identifying the areas where collective action was most likely to achieve results.

Councillor Sean Coughlan thanked Jan Britton for the work he had undertaken in supporting the work of the Land Commission, and indicated that this lead role would now be undertaken through the appointment of a Director of Housing & Land. In respect of the potential to address instances of unauthorised encampments in a joined-up approach, Councillor Sean Coughlan indicated that this was an area where he would encourage work to be undertaken in identifying joint solutions.

Resolved:

(1) The Land Delivery Action Plan be endorsed, and that it be noted that the full delivery of the action plan was subject to additional resources being secured to complement the resources already contributed by the West Midlands Combined Authority partners.

(2) The proposed governance structure and terms of reference set out in the action plan be approved.

(3) The approval of the West Midlands Combined Authority's expression of interest for the Housing Infrastructure Fund (Forward Funding) bid be delegated to the Housing & Land Delivery Board.

57. Productivity & Skills Commission Update

Councillor George Duggins presented a report on progress on the Productivity & Skills Commission.

Thirty five responses had been received to the recent call for evidence from a wide range of stakeholders, including businesses, business representative groups, further and higher education, local authorities and think tanks. Councillor George Duggins thanked everyone who had taken time to respond, and these responses would now be considered by the Technical Reference Group.

Resolved:

(1) The progress and future direction of travel for the Productivity & Skills Commission be noted.

58. Employment Support Pilot

Councillor George Duggins presented a report on the actions required to progress the delivery of the employment support pilot.

The Employment Support Pilot would evaluate what the role of social support was in relation to employment, and whether social capital could be developed to create and adapt social networks to support employment. Councillor George Duggins welcomed the progress outlined within the report, which included proposals for pre and post-employment job coaching delivered in neighbourhoods, and using social networks to promote employment.

Resolved:

(1) The procurement of the delivery and evaluation of the Employment Support Pilot activity be agreed.

(2) The geographic areas to be targeted by the Employment Support Pilot, as set out in the report, be agreed.

59. 2026 Delivery Plan for Transport

Councillor Roger Lawrence presented a report seeking approval of the final 2026 Delivery Plan for Transport documents, following the strengthening of these in light of public consultation.

The responses to the consultation exercise indicated broad agreement with the plan, with a feeling that it offered a good integrated approach. Jonathan Browning noted the progress being made in Connected and Autonomous Vehicles, and enquired whether this work area was sufficiently covered within the delivery plan. It was explained that the Delivery Plan for Transport was a strategic document, and the detailed work being undertaken in respect of Connected and Autonomous Vehicles would be largely covered off in more detailed thematic plans that would align with this overarching plan.

The Mayor expressed his thanks for everyone who had been involved in the preparation of the Delivery Plan for Transport.

Resolved:

(1) The Movement for Growth 2026 Delivery Plan for Transport documents be approved, subject to any amendments being approved by the Chair of the WMCA Board from the Clerk to the Combined Authority.

60. Contactless Payment and Best Value Ticket Machines

Councillor Roger Lawrence presented a report highlighting that without intervention and support, not all bus operators would acquire the required ticket machines to enable a complete and integrated solution for contactless payment and best value capping. The report proposed that borrowing be approved to purchase the ticket machines to lease to operators and to incentivise their take up through an amendment to the Transport for West Midlands tendered bus service contract.

Resolved:

(1) It be agreed to borrow £1.7m to purchase ticket machines to lease to bus operators at cost, to ensure that contactless payment and best value capping was available for all customers and therefore across all bus operators.

(2) Transport for West Midlands amend its tendered bus service contracts to mandate the requirement that all future service providers must have contactless payment and best value capping-enabled ticket machines.

61. Half Fare Travel for 16 to 18 Year Old Apprentices and Trainees

Councillor Roger Lawrence presented a report seeking to enhance the current offer to 16-18 years olds that allowed for those in full time education to travel for half fare, incorporating those of the same age who opted to undertake an apprenticeship or traineeship as a pilot until 31 August 2018.

Resolved:

(1) It be agreed, subject to funding and gaining agreement with operators, to enhance the 16-18 half fare offer to incorporate those undertaking apprenticeships or traineeships as a pilot, starting on 30 September 2017 until 31 August 2018.

(2) The offer to be initially for bus and tram only, however subject to current negotiations, may also include rail.

62. West Midlands Rail Franchise Award

Councillor Roger Lawrence presented a report on the outcome of the West Midlands rail franchise competition process. The board also received a presentation from Malcolm Holmes, West Midlands Rail's Programme Director, on to proposals contained within the new franchise agreement and the new West Midlands Stations Alliance.

Resolved:

(1) The award of the new West Midlands rail franchise to West Midlands Trains Ltd be welcomed, and the significant investments and improvements that were planned to be delivered be noted.

(2) It be noted that West Midlands Rail would be working closely with the Department for Transport and the West Midlands Combined Authority/Transport for West Midlands to mobilise the new franchise and manage the performance and delivery of contractual obligations following commencement in December 2017.

63. Sprint Vehicles

Councillor Roger Lawrence presented a report setting out the options for selected a Sprint vehicle design, making a recommendation on the way forward with the vehicle and scheme development. The report identified a number of reasons why it was now considered that an 18m vehicle was preferable over a 24m one, including the impact each vehicle length would have on the highway at Sprint stops.

Resolved:

(1) The proposal to proceed to scheme development based on an 18m vehicle option be endorsed.

(2) The Sprint programme contact the Department for Transport and recommend not to pursue 24m derogation.

64. Minutes of the Investment Board - 7 July 2017

The board received the minutes of the Investment Board held on 7 July 2017.

Resolved:

(1) The minutes of the meeting held on 7 July 2017 be noted.

65. Minutes of the Transport Delivery Committee - 10 July 2017

The board received the minutes of the Transport Delivery Committee held on 10 July 2017.

Resolved:

(1) The minutes of the meeting held on 10 July 2017 be noted.

66. Minutes of the Wellbeing Board - 28 July 2017

The board received the minutes of the Wellbeing Board held on 28 July 2017.

Resolved:

(1) The minutes of the meeting held on 28 July 2017 be noted.

67. Date of Next Meeting

Friday 13 October 2017 at 11.00am.

68. 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 items of business as they were likely to involve the disclosure of exempt information specified in paragraph 3 of the Act.

69. West Midlands Mental Health Commission Individual Placement and Support Update on Procurement

The board considered a report providing further information on a new model of integrated health and employment support that sought to test whether it could deliver transformational improvement in health and wellbeing outcomes for people who were out of work with a self-defined long term health condition or disability.

Resolved:

(1) The outcome of the Individual Placement and Support procurement process be approved and endorsed.

(2) The continuation of the Host Agreement with Wolverhampton Clinical Commissioning Group to manage and deliver the programme, with an understanding that the West Midlands Combined Authority would own risk to any procurement challenge, be approved.

70. Transport for London Memorandum of Understanding

Councillor Roger Lawrence presented a report that provided an overview of a proposed partnership developed by Transport for West Midlands and Transport for London and sought approval for the signing of a memorandum of Understanding.

Resolved:

(1) The signing of the Memorandum of Understanding with Transport for London be approved and be delegated to Councillor Roger Lawrence and the Mayor of the West Midlands.

71. 2022 Commonwealth Games

Councillor Izzi Seccombe presented a report seeking the approval of a capital contribution of £25m towards the cost of the 2022 Commonwealth Games and providing an update on the delivery of the Perry Barr Games Village residential development.

Resolved:

(1) A capital contribution of £25m towards the 2022 Commonwealth Games, subject to the conditions set out in the report, be approved.

(2) Authority be delegated to the Director of Finance together with the Investment Board to enter into any necessary agreements with Birmingham City Council relating to the £25m capital contribution.

(3) It be noted that further work on the funding of the Perry Barr Games Village residential development was to be undertaken and reported back to the WMCA Board, including whether a Housing Infrastructure Fund bid to the Homes & Communities Agency was the most appropriate funding mechanism.



WMCA Board Meeting

Date	13 October 2017
Report title	Performance Reporting
Portfolio Lead	Andy Street - Mayor / Chair of WMCA Board
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel. (0121) 214 7552
Accountable Employee	Julia Goldsworthy - Director of Strategy, West Midlands Combined Authority email: julia.goldsworthy@wmca.org.uk tel: 07813 648227
Report to be/has been considered by	WMCA Programme Board - 29 September 2017

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Agree the proposed approach to performance reporting incorporating a layered approach including:
 - Monthly reports on the headline indicators from the WMCA Performance Monitoring Framework incorporating any updates in the data including any updates on supporting indicators.
 - A rotating programme of reporting on the different dashboards for each of the portfolio area reporting on the relevant headline Performance Monitoring Framework indicators, detailed supplementary indicators and information on programme activity in that area.

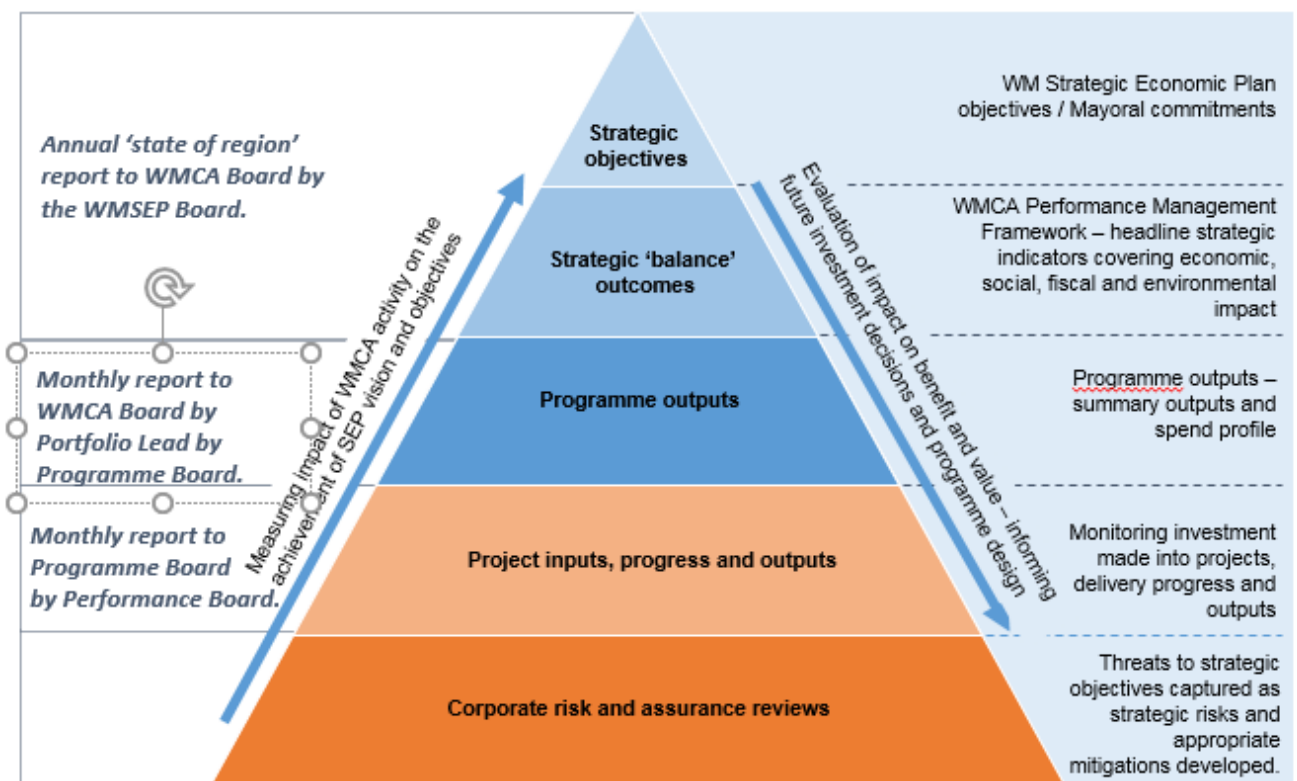
1.0 Purpose

1.1 To provide an update on the evolving approach being developed for performance reporting and management for the West Midlands Combined Authority.

2.0 Background

2.1 On the 23 June, the Board received a paper which updated on the background context outlining the vision, strategic objectives and ‘balance’ outcomes to improve the quality of life of everyone who lives and works in the West Midlands set out in the WMCA SEP and the associated Performance Management Framework. The diagram presented set out a proposed process that will enable 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.



- 2.2 **Strategic Headline Reporting** - The WMCA Board will be able to track the overall economy through the annual monitoring of the strategic and balance objectives and performance against outcomes which it can use to determine future strategy and strategic priorities. This full PMF will be updated annually in June and published via the WMCA Annual Economic Review. The first full update reported was received by the WMCA Board in July 2017. It is proposed that the headline (top 8) indicators will be reported to each board with any changes in direction reported alongside any updates in any of the other supporting indicators. **An illustration of this is provided in Appendix 1** which includes the summary infographic from the WMCA Annual Economic Review July report and a more detailed table behind each of the headline indicators. These reports will be supported by more in depth analysis behind any key trends, as required. An example relating to the recent claimant and apprenticeships trends which was highlighted at the July 2017 WMCA Board report and for which **more detailed analysis was subsequently undertaken** is included in **Appendix 2**. **Expert commentary** could also be included to provide any contextual information at each of the 'layers'.
- 2.3 **Portfolio Reporting** - The portfolio dashboards will include more detailed indicators relevant to that theme. **These will be determined and developed by each Portfolio Lead**. It will also capture programme outputs and will comprise measurable 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. A proposed **timeframe** to cover the year to capture the 8 portfolio areas is set out in **Appendix 3**. **More work will be undertaken to agree the exact sequencing and content of each report**.
- 2.4 An example of a portfolio dashboard for Transport is included in Appendix 4. The transport framework is currently proposed to cover three Dashboards reporting on overall transport system performance; scheme delivery; and operational metrics. These are linked to dashboards focused on key themes for example Congestion.
- 2.5 The examples provided in Appendix 4 are the emerging overall transport system performance dashboard (with a 'drill down' view of the headline metrics) and the emerging scheme delivery dashboard. These are based on current data where this is available and will remain under continuous development to the point that they ultimately include live real-time data (where this can add value and is achievable). To do this some further development work is required, including improving the sensor network and better utilising more modern data gathering techniques (including better use of Sat-Nav, number plate recognition data and smart ticketing data).
- 2.6 Subject to the Board's views on the principles and approach taken, the on-going development of the transport dashboard will under-taken in close liaison with Local Authority transport officers through the STOG group. It is proposed to bring a detailed report to the Board focusing on Transport as an early deliverable once the Board has provided its views and direction on the overall approach. Related to this activity, the Joint Data Team re-let provides an opportunity to improve the evidence and data quality informing the dashboard, as well as reshaping the current approach to transport modelling, data analysis and data collection. Together the dashboards and joint data team initiative will deliver support for transport scheme development, transport intelligence at an affordable level and the collation of housing and employment land data. This will also help stimulate innovation; evidence based decision making; research and intelligence; wider communication; and the upskilling of staff to bolster the sector.

- 2.7 A presentation will be available to the board to illustrate how the transport dashboards are proposed to work. The operational dashboard remains under development and will predominantly inform the on-going management of the network in a safe and efficient way, but will also ultimately be available and transparent on-line.
- 2.8 **Work to also look at the integration of reporting of the project dashboards** which 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 is also underway.
- 2.9 The Corporate risk and assurance team reviews performance of projects/ programmes and other key indicators such as SEP performance, corporate resources, financial performance etc to give corporate risk view on WMCA as an assurance function for the Audit Risk and Assurance Committee. 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.
- 2.10 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. **Further work will be undertaken to identify how a similar approach to CitiStat could be developed at a project, programme and strategic level.**

3.0 Wider WMCA Implications

- 3.1 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 business to transform the West Midlands as a place. However, the Mayor and WMCA has a leadership role to promote the vision and drive action.

4.0 Issues

- 4.1 Outcome data are annual measures due to availability of data and the speed of change. This means that these indicators are not appropriate for managerial and operational decisions or improvements.
- 4.2 The availability of data will determine the frequency of reporting and will be considered during the development of the suite of performance dashboards/reports.
- 4.3 Demonstrating the 'logic chain' from investment to outputs to outcomes impact has been a challenge for areas to demonstrate.

5.0 Financial implications

5.1 Whilst there are no specific financial implications as a result of the recommendations within this report, the resourcing of different approaches and options will be reviewed and evaluated.

6.0 Legal implications

6.1 There are not immediate legal implications arising from this report.

7.0 Equalities implications

7.1 No implications have been identified.

7.0 Other implications

7.1 Complete as appropriate.

8.0 Schedule of background papers

8.1 None.

9.0 Appendices

Appendix 1

WMCA PMF Reporting – Headline Indicators September 2017 v1

Appendix 2

WMCA PMF - Apprenticeships and Youth Claimants Indicators – Performance Trends Analysis September 2017

Appendix 3

Proposed Timeline for Portfolio Performance Reporting 2017/2018

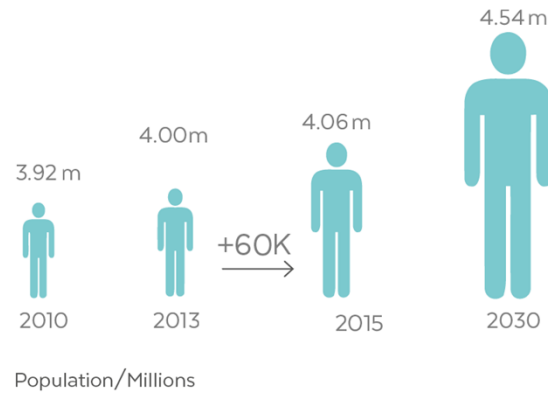
Appendix 4

Transport Dashboard - Draft Performance Dashboard Systems Architecture & Example dashboards (Overall System Performance; Congestion; and Transport Delivery)

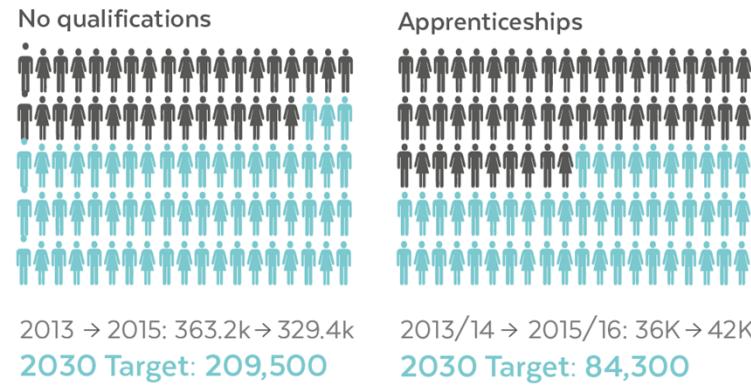
Appendix 1 - WMCA PMF Reporting – Headline Indicators September 2017 v1
1(a) Summary Infographic:

WMCA Performance Management Framework

↑ Growing WMCA Population ★
4.06m → 4.54m



↑ Improving Skills ★ Reducing Unskilled by 120k people
↓ Increasing Apprenticeship Starts ★



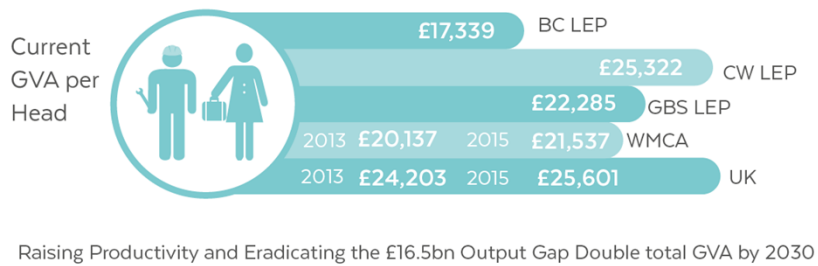
↑ Increasing Jobs by 400,000 by 2030 ★



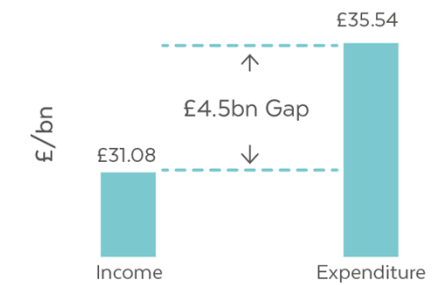
↑ 145,000 Businesses ★
Innovation and Enterprise Growth



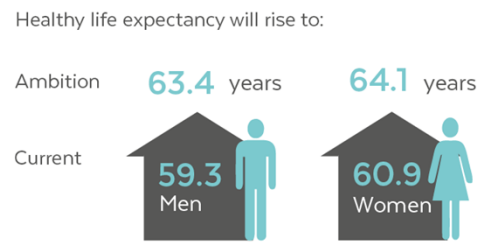
↑ Increasing GVA & Productivity
Improve GVA per head in line with UK Average by 2026



↓ Reducing £4.5bn Fiscal Deficit



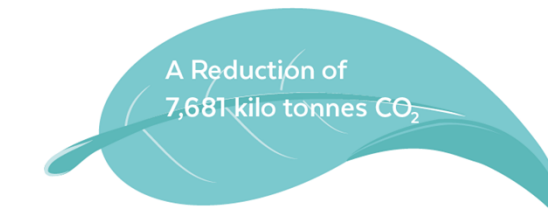
Reduce Health Inequalities and raise Healthy Life Expectancy



High Quality, Connected, Readily Available development sites



40% Reduction in CO₂ by 2030



Key ↑ Positive direction of travel compared to UK average ↑ Positive direction but below the UK average ↓ Negative direction of travel ★ On track to achieve 2030 target

Outcomes	Measures of Success	Last updated	Next Update	Where we are now	Change over the last year ¹	Direction of Travel Relative to UK average since 2013	Scale of the Challenge ²
ECONOMIC GROWTH - Improved GVA for the region in line with the UK average	O1. GVA per Head	December 2016 (updated annually)	December 2017	£21,537	+£442	+£1,400 +7.0% WMCA +5.8% UK	+£4,064 GVA per head
	F1. Income & Exp. Balance	January 2017 (updated annually by EIU)	January 2018	£4.5bn gap	+£0.6bn	+£0.6bn +15.4%	No fiscal gap +£4.5bn
BUSINESS - Improved the productivity of our businesses focusing on our growth sectors	B5. Total Jobs	September 2016 (updated annually)	September 2017	2m jobs	+54,200 jobs	+95,000 Jobs +5.0% WMCA +4.9% UK	400,000 jobs
	B3. No. of Business Births	November 2016 (updated annually)	November 2017	22,430 business births 55 per 10,000 population	+3,485 business births +18.4% WMCA +9.3% UK	+3,625 business births +19.3% WMCA +10.6% UK	59 per 10,000 population +1,468 business births
SKILLS - Improved skill levels at all ages so that people have the skills and qualifications to access jobs.	P4. % of Working Age Population with No Qualifications	May 2017 (updated annually)	May 2018	13% 329,400 people	-1.5 pp -36,200 people	-33,800 people -1.6 pp WMCA -1.3pp UK	- 4.7 pp - 119,867 people
	P9. No. of Apprenticeships starts	January 2017 (updated annually)	January 2018	42,040	- 1,190 - 2.8%	+ 6,030 +16.7% WMCA +15.9% Eng.	+42,219 per annum
PEOPLE - Improved Life Chances for all	P14. Health inequality gap by years between the most and least deprived areas	November 2016	November 2017	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 7.4 years for males and 9 years for females Males Females
PLACE ACCESSIBILITY- Improved the connectivity of people to businesses to jobs and markets	E1. CO ₂ emitted within SEP area by transport, businesses and homes	June 2016 (updated annually)	Annually	21,564ktCO ₂ (2014)	- 167 ktCO ₂ - 0.8%	- 1.6% WMCA -6.3% UK	7,681 ktCO ₂
Additional Indicators Recently Released:					Change over last month		Scale of Challenge
PEOPLE - Improved Life Chances for all	P22. Claimant Count aged 18 - 64	updated monthly	Sept. 2017	71,465 people	- 990 claimants (June - July 2017)	- 31,995 claimants -30.9% WMCA -33.1% UK	-28% - 17,437 claimants

¹ The green shading illustrates indicators which have moved in a positive direction compared to the UK average or national (England) where UK averages are not available. The red shading indicates the reverse and orange indicates a growth rate in the right direction but less than the UK or national average.
² The circle infographics represent what the WMCA has achieved (the red, orange or green part of the circle) since the baseline and the remaining scale of challenge (grey part). The highest RAG rating is used for each indicator i.e. green if it is green and amber in the table, where RAG rating was not applicable the colour blue has been used and there is no arrow in the middle.

Appendix 2 - WMCA PMF - Apprenticeships and Youth Claimants Indicators – Performance Trends Analysis September 2017



WMCA Apprenticeships³

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
P9. No. of Apprenticeships starts	42,040	- 1,190 - 2.8%	+ 6,030 +16.7% WMCA +15.9% Eng.	+42,219 per annum

Summary:

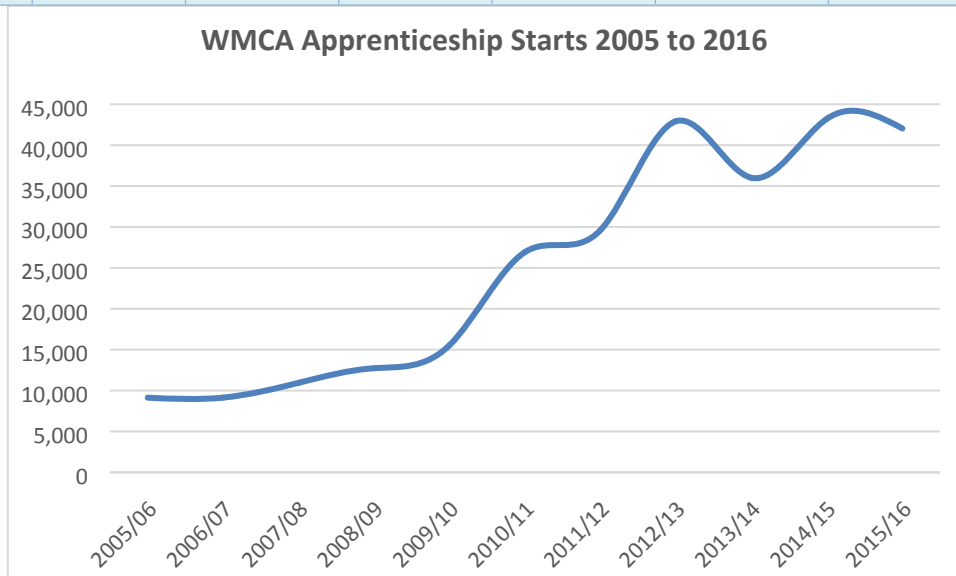
- The table above from the July 2017 WMCA Annual Economic Review sets out the performance of apprenticeships across the WMCA, 3 LEP geography.
- ESFA data reported 42,040 apprenticeship starts across the WMCA. A decline of 680 starts from the 2014/15 position but still 6,000 greater than the 2013/14 position.
- The overall fall in apprenticeship starts can be attributed to the following sectors:
Retail (-790 starts); Engineering and Manufacturing (-610 starts) and Health, Public Services and Care (-290 starts).
- The Black Country LEP reported a growth in the number of apprenticeships to 13,850 (+680 starts), while the CWLEP (8,100 starts) and GBSLEP (20,090 starts) have both seen a decrease in their apprenticeship starts since the previous reported year.
- 59% (24,700) of apprenticeships are at intermediate level (higher than national average), 35% (14,720) are at advanced level (lower than national avg) and 6% (2,620) are at higher level (1% higher than national average).
- The WMCA's ambition is to raise overall apprenticeship starts to 84,000 by 2030. To do this the WMCA needs to create nearly double the current number of apprenticeship starts per annum (a +42,419 increase).
- The Black Country ambition is to increase the number of apprenticeships starts to 23,000 by 2030. Work on the Black Country SEP Delivery plan and the project pipeline has enabled the Black Country to identify the contribution from specific programmes, e.g. Growth Deal to achieve this. This could be applied to other LEP areas to analysis the collective impact.
- According to the according to the Warwick Institute of Employment Research (2017), reasons for reducing starts include funding issues and costs; no need for more apprentices; and lack of growth in the business.
- Recent policy changes may have had a short-term impact which may be a temporary impact whilst the new funding and qualifications bed in.

³ All apprenticeship data taken from ESFA FE data library apprenticeships 2015/16

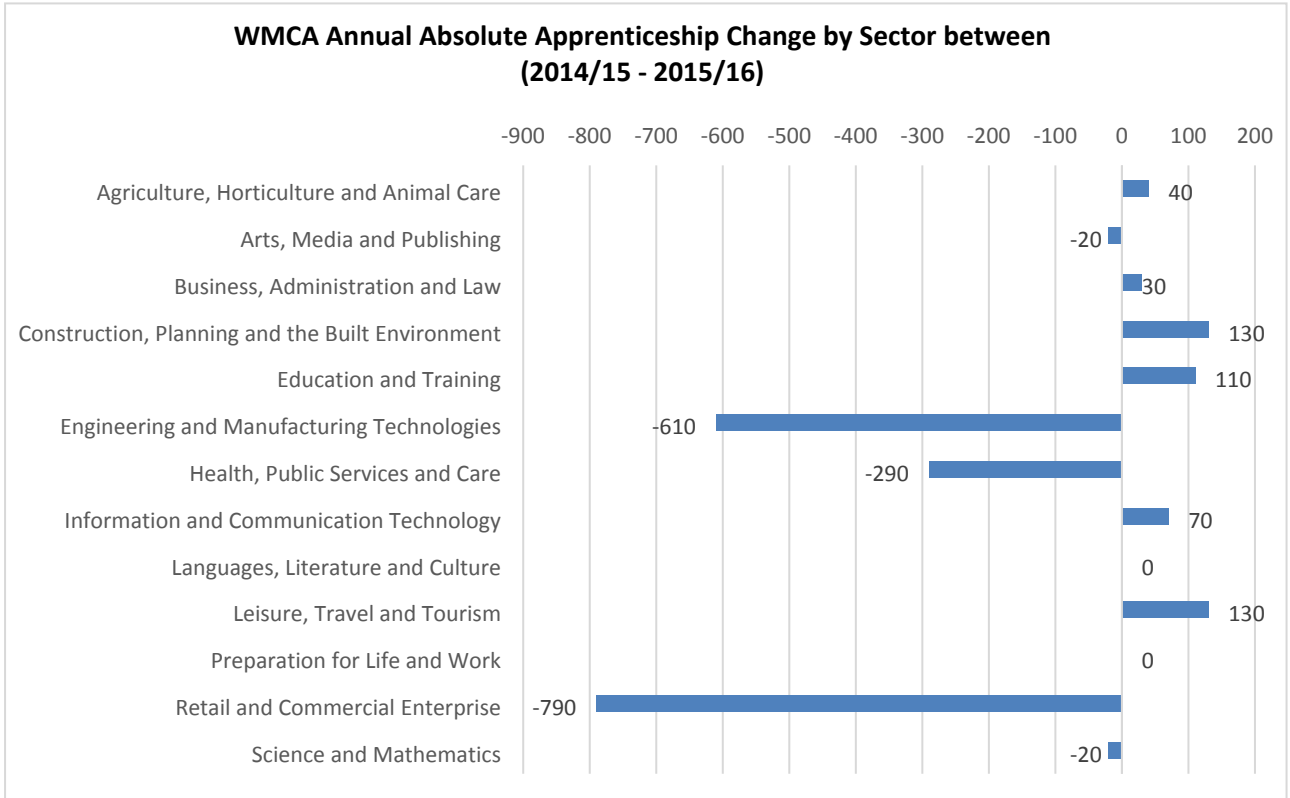
- The increase in the Black Country is due to the targeted approach the Black Country has taken to drive new apprenticeships starts, with a focus on high value manufacturing, as part of the City Deal programme and the Skills Factory initiative. In addition, there has been significant financial investment into economic regeneration from local authorities in schemes such as Walsall Works which makes available grants for SMEs recruiting apprenticeships and other initiatives such as Sandwell Guarantee, Wolves@Work and the joint Black Country IMPACT programme which provide targeted assistance to support residents into local jobs and apprenticeships.
- The apprenticeship levy came into force in April 2017 – the impact of this will be seen in the January 2018 datasets and it may result in an increase in recruitment in the medium term.
- Prescribed groups and public sector bodies with 250 or more staff in England have a target to employ an average of at least 2.3% of their staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. This will also have a potential impact on apprenticeship figures.
- On receipt of the ESFA data cube for the WMCA more in depth analysis of the sectors and the providers will be undertaken.

**Trend Data:
Apprenticeship Starts by LEP**

Area	2011/12 Starts	2012/13 Starts	2013/14 Starts	2014/15 Starts	2015/16 Starts	Change 2014/15 to 2015/16
BCLEP	13,360	13,260	11,180	13,170	13,850	+5.2%
CWLEP	3,800	8,950	7,160	8,550	8,100	-5.3%
GBSLEP	12,470	20,720	17,670	21,510	20,090	-6.6%
WMCA	29,630	42,930	36,010	43,230	42,040	-2.8%



Sector Data:



WMCA annual percentage and absolute change by sector between 2014/15 to 2015/16

Sector	Absolute Change	% Change
Agriculture, Horticulture and Animal Care	40	13.3%
Arts, Media and Publishing	-20	-13.3%
Business, Administration and Law	30	0.2%
Construction, Planning and the Built Environment	130	10.1%
Education and Training	110	22.0%
Engineering and Manufacturing Technologies	-610	-7.7%
Health, Public Services and Care	-290	-2.6%
Information and Communication Technology	70	6.0%
Languages, Literature and Culture	0	0.0%
Leisure, Travel and Tourism	130	13.1%
Preparation for Life and Work	0	0.0%
Retail and Commercial Enterprise	-790	-10.9%
Science and Mathematics	-20	-
Total	-1190	-2.8%

Youth Claimants⁴⁵⁶ Summary

Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013
P21. Youth claimants aged 18 - 24	December, 2016	+1,515 +11.4%	-11,240 -43.2% WMCA -46.4% UK

Note: The above youth claimant figure has fallen to 14,670 in July 2017

- The table above from the July 2017 WMCA Annual Economic Review sets out the performance of youth claimants across the WMCA, 3 LEP geography.
- The data relates to all JSA claimants & Universal Credit claimants that are required to seek work⁷.
- The table provided the data for December 2016 which reported 14,805 people aged 18-24 claiming job seekers allowance.
- This represents a decline from very high levels of 26,085 in December 2013, 15,760 in December 2014 but an increase of 1,515 from the 2015 level of 13,290.
- Since the production of the report July data has been released which shows the figure to be 14,670 which is a -125 decrease from the previous month and a -335 decrease from same month last year.
- Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise. Please note that **ONS released a statement in saying it was withdrawing reporting on claimant count from its bulletins as it believes the Claimant Count may now be providing a misleading representation of changes in the UK labour market.**<https://www.ons.gov.uk/news/statementsandletters/publicationarrangementsfortheclaimantcount>
- As a percentage of the cohort 3.7% of all 18-24 year olds currently claim these benefits, which is higher than the national average of 2.7%.

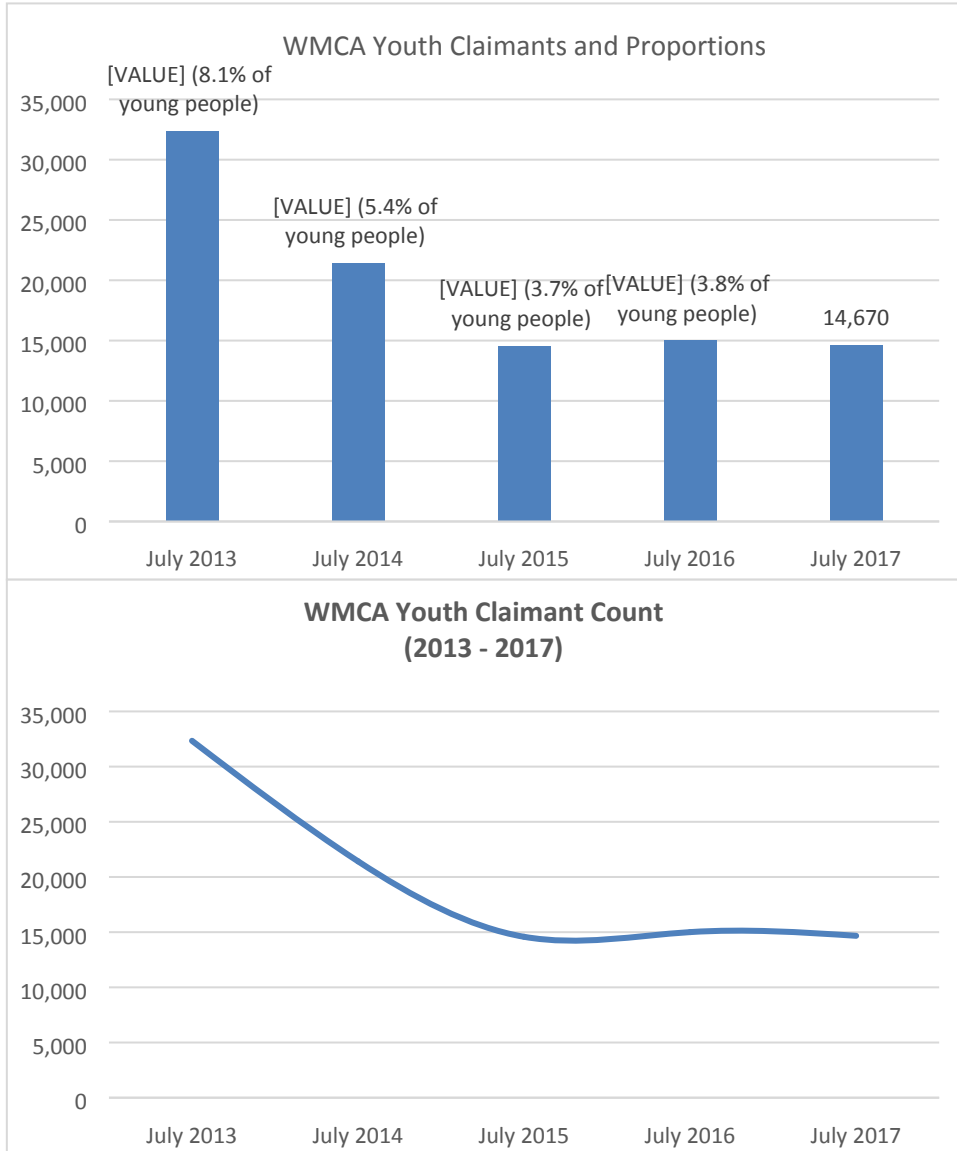
⁴ Figures taken from DWP Nomis claimant count by sex and by age.

⁵ 2017 population estimates are not available.

⁶ Annual percentage change taken on the months of June between 2013 and 2017.

⁷ From April 2015, the Claimant Count includes all Universal Credit claimants who are required to seek work and be available for work, as well as all JSA claimants. Between May 2013 and March 2015, the Claimant Count includes all out of work Universal Credit claimants as well as all JSA claimants. Between October 1996 and April 2013, the Claimant Count is a count of the number of people claiming Jobseeker's Allowance (JSA)

Trend Data: WMCA Youth Claimants

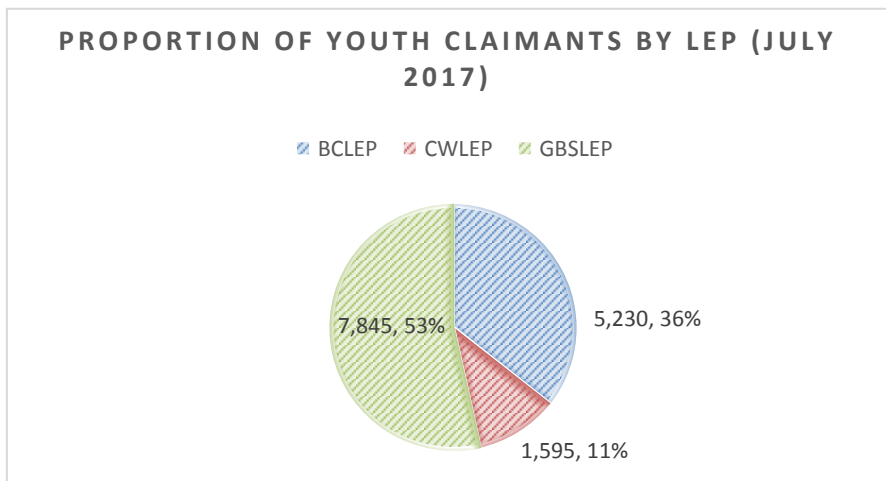


WMCA Youth Claimant Monthly Change June 2016 to July 2017

Date	WMCA	WMCA Absolute Change	WMCA Change %	England	England Absolute Change	England Change %
June 2016	14,680	-350	-2.3%	126,955	-4,415	-3.4%
July 2016	15,005	325	2.2%	128,520	1,565	1.2%
August 2016	15,660	655	4.4%	133,045	4,525	3.5%
September 2016	15,910	250	1.6%	134,305	1,260	0.9%
October 2016	16,175	265	1.7%	136,455	2,150	1.6%
November 2016	15,670	-505	-3.1%	133,320	-3,135	-2.3%
December 2016	14,805	-865	-5.5%	127,060	-6,260	-4.7%
January 2017	14,485	-320	-2.2%	124,885	-2,175	-1.7%
February 2017	15,160	675	4.7%	131,065	6,180	4.9%
March 2017	15,690	530	3.5%	136,985	5,920	4.5%
April 2017	15,650	-40	-0.3%	137,060	75	0.1%
May 2017	15,140	-510	-3.3%	133,280	-3,780	-2.8%
June 2017	14,795	-345	-2.3%	130,230	-3,050	-2.3%
July 2017	14,670	-125	0.8%	129,795	-505	-0.4%

Youth Claimants by LEP

- In July 2017, youth claimants fell fastest in GBSLEP of all LEPs (-1.1%)
- All WMCA LEPs have experienced falls in youth claimants over the past three months.
- In July 2017, 53% of youth claimants in the WMCA are based in GBSLEP, 36% in BCLEP and 11% CWLEP.



Youth Claimants by LEP

Date	Black Country Youth Claimants	Black Country Absolute Change Since Previous Year	Black Country % change	Coventry and Warwickshire Youth Claimants	Coventry and Warwickshire absolute change Since Previous Year	Coventry and Warwickshire % change Since Previous Year	Greater Birmingham and Solihull Youth Claimants	Greater Birmingham and Solihull absolute change Since Previous Year	Greater Birmingham and Solihull % change Since Previous Year
June 2016	5,170	-	-	1,460	-	-	8,050	-	-
July 2016	5,295	125	2.4%	1,575	115	7.9%	8,135	85	1.1%
August 2016	5,530	235	4.4%	1,600	25	1.6%	8,530	395	4.9%
September 2016	5,600	70	1.3%	1,655	55	3.4%	8,655	125	1.5%
October 2016	5,745	145	2.6%	1,705	50	3.0%	8,725	70	0.8%
November 2016	5,605	-140	-2.4%	1,620	-85	-5.0%	8,445	-280	-3.2%
December 2016	5,375	-230	-4.1%	1,525	-95	-5.9%	7,905	-540	-6.4%
January 2017	5,220	-155	-2.9%	1,500	-25	-1.6%	7,765	-140	-1.8%
February 2017	5,430	210	4.0%	1,575	75	5.0%	8,155	390	5.0%
March 2017	5,565	135	2.5%	1,680	105	6.7%	8,445	290	3.6%
April 2017	5,585	20	0.4%	1,675	-5	-0.3%	8,390	-55	-0.7%
May 2017	5,390	-195	-3.5%	1,645	-30	-1.8%	8,105	-285	-3.4%
June 2017	5,270	-120	-2.2%	1,595	-50	-3.0%	7,930	-175	-2.2%
July 2017	5,230	-40	-0.8%	1,595	0	0.0%	7,845	-85	-1.1%

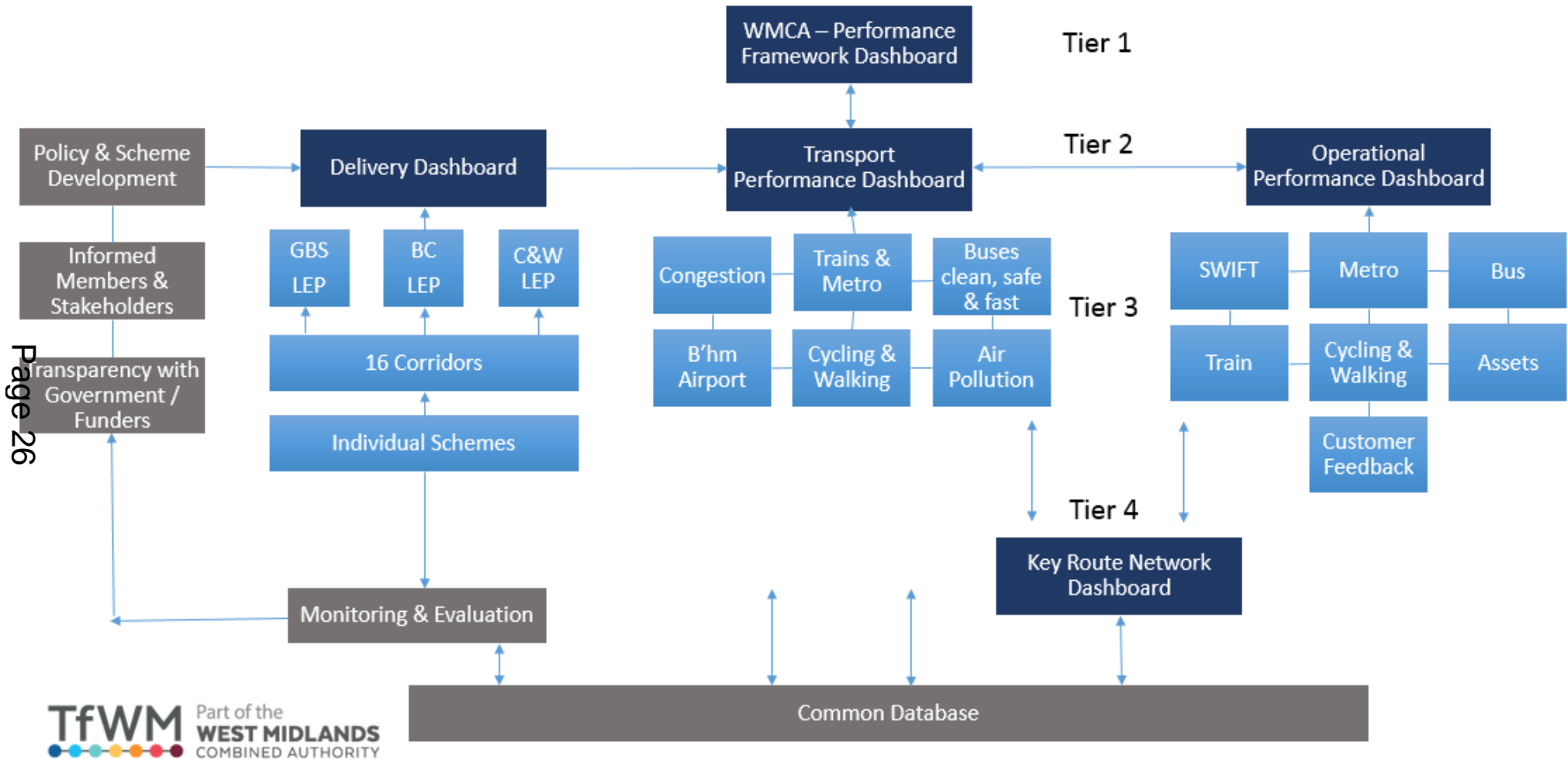
Appendix 3 - Proposed Timeline for Portfolio Performance Reporting 2017/2018 and Timing of Data Releases

13th October 2017	10th November 2017	8th December 2017	January 2018
Portfolio - Transport	Portfolio-- Wellbeing Board & HS2	Portfolio - Housing & Land	Portfolio – Cohesion & Integration & PSR
	Headline PMF Indicator -	Headline PMF Indicator -	Headline PMF Indicator -
	B5. Total Jobs	B3. No. of Business Births P14. Health inequality gap by years between the most and least deprived areas	O1. GVA per Head B1. GVA per employee B2. GVA in transformational sectors
Supporting Indicators -	Supporting Indicators -	Supporting Indicators -	Supporting Indicators -
Claimants - updated monthly	Resident access to centres	Healthy Life Expectancy	Broadband Connectivity
	Employment rate gap for secondary mental health services		
	Earnings		
9th Feb 2017	9th March 2018	13th April 2018	11th May 2018
Portfolio - Economic Growth	Portfolio - Environment	Portfolio - Fiscal	
Headline PMF Indicator -	Headline PMF Indicator -		
P9. No. of Apprenticeships starts	F1: Income & Exp. Balance		
Supporting Indicators -	Supporting Indicators -		
GCSE pass rates	Needs		
Physically Inactive Adults			
22nd June 2018	July 2018		September 2018
Portfolio - Productivity & Skills			
Headline PMF Indicator -			
P4. % of Working Age Population (WAP) with No Qualifications	FULL ANNUAL ECONOMIC REVIEW REPORT		
Supporting Indicators -			
Employment rate; Other Quals			

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ILLUSTRATIVE PROPOSED TIMETABLE

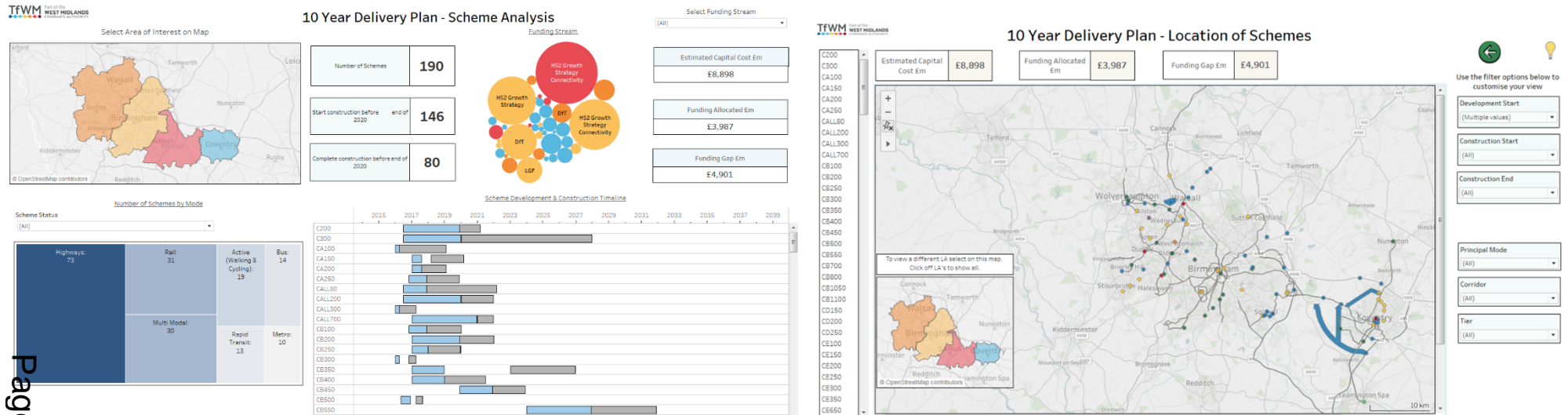
Appendix 4 - Transport Dashboard - Draft Performance Dashboard Systems Architecture



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Appendix 4 - Scheme Delivery Dashboard (Tier 2)

A screenshot of the Scheme Delivery Dashboard is shown below.



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The Scheme Delivery Dashboard provides a view of all strategic level transport schemes across the West Midlands and proposed spend against the CA Investment programme and other funding. Offering interactive functionality enabling users to customise their view e.g. disaggregation by geography, funding or main made.

The look, feel and interactive function of this dashboard is intended to be presentative of that which would be produced for the Transport Systems Performance Dashboard and Operational Dashboard. Each item is clickable to provide further detail on specific groups of data, schemes or geographic areas, and is viewable both in a map based format or infographic.

A LARGE VERSION OF THESE SCREEN SHOTS WILL BE AVAILABLE AT THE BOARD MEETING

Appendix 4 - Transport System Performance Dashboard (Tier 2)

The Transport System Performance Dashboards will provide an easy reference health check of 8 core measures covering:

- Trains,
- Metro,
- Buses,
- Affordability of transport;
- Congestion;
- Air Pollution,
- Walking & Cycling and
- Delivering a world class airport.

Beneath these headlines 2-3 main measures based on current data, alongside a qualitative RAG rating will be provided.

This will include brief commentary on long term trends; recent trends; performance of peers (e.g. other similar urban areas) and forecast performance.

Each of the 8 main measures will be 'unpackable' in further detail with its own sub-dasboard with similar functionality, and each of the metrics in that in further detail as appropriate to the intended audience (strategic through to operational).

Lead a new golden era for trains

Measure	Latest data	RAG Trend	Previous period	Commentary on trends	What are we doing
Patronage - trips	54.2m year to July '17 (TfWM)		53.3m year to June '17 (TfWM)	Long-term: grew 6% p.a. 00/01 to 15/16 Recent: no growth (small decline) since 15/16 Peers: growth and plateau pattern in other ITAs too Forecast: growth central to TfWM/WMR vision	TfWM are working with West Midlands Rail to unlock service improvements from the new West Midlands rail franchise, which starts in December 2017.
Satisfaction - passengers satisfied overall	85% (Transport Focus)		87% (Transport Focus)	Long-term: LM locals 81% to 87% since spring 12 Recent: 85% in autumn 16 (87% in spring) Peers: autumn 16; Merseyrail 95%, Northern 81% Forecast: customer to be at heart of WMR plans	
Punctuality - trains arriving not >5 mins late	88% (period 18/06)		89% (period 18/05)	Long-term: improving since 13/14 Recent: exceeding the 80% target set Peers: Merseyrail 96%, Northern 91% Forecast: rail vision targets dependability	

Make buses clean, safe and fast

Measure	Latest data	RAG Trend	Previous period	Commentary on trends	What are we doing
Patronage - boards	257.6m year to July '17 (TfWM)		257.8m year to June '17 (TfWM)	Long-term: down 2% p.a. for many years Recent: peak growth, to cities (esp. with new buses) Peers: similar picture across ITAs Forecast: models predict trend to continue	TfWM are working with the West Midlands Bus Alliance to deliver new service improvements, as well as new high quality vehicles to help improve satisfaction
Satisfaction - passengers satisfied overall	85% autumn 2016 (Transport Focus)		87% autumn 2016 (Transport Focus)	Long-term: slight increase in last five years Recent: down from 87% last autumn Peers: ITAs operator range from 81% to 93% Forecast: Bus Alliance objective to get over 85%	
Punctuality buses arriving not >5 mins late	85% Q1 2017 (TfWM)		85% Q4 2016 (TfWM)	Long-term: rising, was 74% in 12/13 Recent: small fall in last quarter Peers: TBC Forecast: Bus Alliance targets major improvement	

....and the Metro

Measure	Latest data	RAG Trend	Previous period	Commentary on trends	What are we doing
Patronage - trips	7.8m year to July '17 (TfWM)		7.9m year to June '17 (TfWM)	Long-term: Significant growth seen on Metro Recent: a slight fall from 7.9m in June. Peers: Patronage on light rail/trams in England rose by 6.2% from 2015/16 to 2016/17 and rose on all systems outside London (bar Tyne & Wear Metro). Midlands Metro increased by 29% over this period.	Funding agreements have been secured to commence metro extensions/projects to Edgbaston/Five via Centenary Square and to HS2 / Eastside. The outline business case for funding for the Wednesbury to Brierley Hill extension with submitted to Government in June 2017.
Satisfaction - passengers satisfied overall	92%		81%	Overall satisfaction remains consistent around 90 to 92%. 2015 saw decline to 81% influenced by network improvement works which started in October 2015 during survey fieldwork. In 2016, overall satisfaction stood at 92% in comparison to 93% for all light rail systems in both England and Scotland.	
Punctuality	100% (August '17)		100% (July '17)	Metro punctuality is consistently at 99 to 100%	

Affordability of Travel

Measure	Latest data	RAG Trend	Previous period	Commentary on trends	What are we doing
Bus Fares	0.4% above RPI in 2017 (TfWM)		1.0% above RPI in 2016 (TfWM)	Long-term: annual real-terms rises of 1% to 2% Recent: RPI up 1.6%, fares 2.0% (0.4% real-terms) Peers: local bus fares are lower than ITA average	Apprentices and trainees aged 18 or under are to get half price travel on the region's bus and tram network as part of an initiative to help them stay on the career ladder. The scheme will see an extra 31,000 young people across the metropolitan area enjoy the 50 per cent discount. Only those aged between 16 and 18 and in full-time education are eligible for half price travel at present but this will now be extended to those on apprenticeships or traineeships who currently have to pay the full adult fare.
Fuel Costs	July '17. Premium Unleaded: 113.9p, Diesel: 115.4p (BEIS)		Jun '17. Premium Unleaded: 115.5p, Diesel: 117.5p (BEIS)	Long-term: rose to a peak in 12/13, fell back since Recent: fuel costs have been rising for over a year with premium unleaded in May 17 now £7.09 more expensive than May 16 (Diesel +£8.33)	
Satisfaction - Value for Money	2016 - Bus: 62%, Rail: 55%, Metro: 68%	Metro Bus Rail	2015 - Bus: 61%, Rail: 62%, Metro: 62%	Satisfaction with affordability of bus travel has seen a positive longer term trend, moving from 49% in 2011 whereas rail has fluctuated between 54% and 62% over recent years with Metro moving between 62% and 68%. 2016 national scores; Bus: 70%, Rail: 47%, Light Rail: 69%.	

Managing Congestion

Measure	Latest data	RAG Trend	Previous period	Commentary on trends	What are we doing
Journey time reliability	50% of journeys have a journey time variability of 40%+		45% of journeys had a journey time variability of 40%+	Between the second and third quarter 2016/17, during the morning peak hour, a large proportion of the network has seen higher levels of journey time variability.	TfWM are working with Local Authority partners to tackle congestion on the West Midlands Key Route Network. The Mayor has launched an action plan to tackle congestion and TfWM have allocated funding from NPIF funding programme to help tackle road bottlenecks at junctions, traffic signal optimisation as well Bus Lane Enforcement.
Average speed	19 kmph (2016, Q3)		21 kmph (2016, Q2)	These short-term trends are in line with longer term observations where road speed has declined in all periods of the day.	
Killed or Seriously Injured	Annual Rolling Total (Dec' 16): 1,101		Annual Rolling Total (Nov' 16): 1,117	<p>Long-term: dramatic reductions over the decades</p> <p>Recent: progress has slowed</p> <p>Peers: this is a UK-wide phenomenon</p> <p>Forecast:</p>	

Super Charging Walking and Cycling

Measure	Latest data	RAG Trend	Previous Period	Commentary on trends	What are we doing
District cycle counts	10.4% (2014/15, DfT)		10.2% (2013/14, DfT)	Long term: Increase in recorded cycle trips since 2013. All WM Local Authorities saw a rise in the % of residents who do any cycling (any purpose, at least once a month) from 2013/14 to 2014/15 apart from Sandwell & Wolverhampton.	TfWM are working with Local Authority partners to develop a local Cycling and Walking Investment Plan. The 2026 Delivery Plan for Transport now includes a Strategic and Local Cycle Network Development Programme, which has been added to existing cycling schemes in the plan.
Cycling spend per head	£7.60		N/A	Using 10 year delivery plan committed schemes for walking and cycling (17/18 £22m committed schemes / 2.9 population)	

Getting a grip on air pollution

Measure	Latest data	RAG Trend	Previous period	Commentary on trends	What are we doing
Number of poor days (air quality rated 4 or higher)	Aug '17: 1 day		Jul '17: 3 days	<p>Long term: number of days and severity has decreased over long term</p> <p>Recent: little change over the past year</p> <p>Peers: WM Urban area higher than GM urban area</p>	<p>TfWM are working closely with the impacted Authorities following the publication of the revised National Action Plan to tackle Air Quality. TfWM are working across policy sectors, as well engaging with public health and environmental professionals to help improve coordination across different stakeholders. TfWM officers are also currently developing maps of DEFRA's modelling outputs for the West Midlands.</p>
% of mortality attributable to particulate air quality	<p>2015</p> <p>B'ham 5.1%</p> <p>Coventry 5.0%</p> <p>Dudley 4.8%</p> <p>Sandwell 5.9%</p> <p>Solihull 4.8%</p> <p>Walsall 5.4%</p> <p>W'ton 5.0%</p>		<p>2014</p> <p>B'ham 5.7%</p> <p>Coventry 5.5%</p> <p>Dudley 5.3%</p> <p>Sandwell 6.0%</p> <p>Solihull 5.5%</p> <p>Walsall 5.8%</p> <p>W'ton 5.4%</p>	<p>The number of deaths that can be attributed to particle air pollution in all WM local authorities has fallen from 2014 to 2015 which aligns with the drop in England overall from 5.1% to 4.7%.</p>	
<i>Data on Fleet composition and Ultra Low Emission infrastructure to be sourced</i>					

Support our world-class airport

Measure	Latest data	RAG Trend	Previous period	Commentary on trends	What are we doing
Passengers (rolling 12 month)	<p>12.46m (Jun 2017)</p> <p>(CAA)</p>		<p>12.28m (May 2017)</p> <p>(CAA)</p>	Largely attributed to increase in leisure market through new airlines operating out of the airport.	<p>TfWM are working closely with Birmingham Airport and the Urban Growth Company to ensure that future plans for the UK Central area allows the airport to grow in a sustainable manner, as well improving the wider surface access arrangements to the airport. Highways England has recently revealed a preferred option for M42 Junction 6 improvements, which are supported by all local partners including Birmingham Airport.</p>
Satisfaction	85th		87th	Skytrax world ranking 2017. Up from 87th in 2016. Detailed results unavailable.	



WMCA Board Meeting

Date	13 October 2017
Report title	West Midlands Competitive Positioning Project
Portfolio Lead	Mayor of the West Midlands
Accountable Chief Executive	Martin Reeves Chief Executive, Coventry City Council email: martin.reeves@coventry.gov.uk tel: (024) 7683 1383
Accountable Employee	Martin Reeves Chief Executive, Coventry City Council email: martin.reeves@coventry.gov.uk tel: (024) 7683 1383
Report has been considered by	WMCA SEP Board - 12 October 2017 WMCA Programme Board - 13 October 2017

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Approve the proposed West Midlands Brand Framework (identity system), which is based on a 'family of brands' with common features - for example the hexagon shape - to deliver a unified brand identity for the region.
- (2) Approve the approach that each corporate entity - West Midlands Combined Authority (WMCA); West Midlands Growth Company (WMGC); Transport for West Midlands and the Mayor's Office - develop and finalise individual organisational brands against the principles of the above framework.
- (3) Support further consumer testing and consultation work to be undertaken by Transport for West Midlands on the non-rail elements of the transport family.
- (4) Agree that the West Midlands Growth Company works with Local Enterprise Partnerships to finalise brand assets to enable profile at a sub-regional level.

- (5) Approve the adoption of the 'Make Your Mark' ident as a key component in providing alignment and demonstrating regional unity, both within the identity framework and beyond via associated partners organisations.

1.0 Purpose

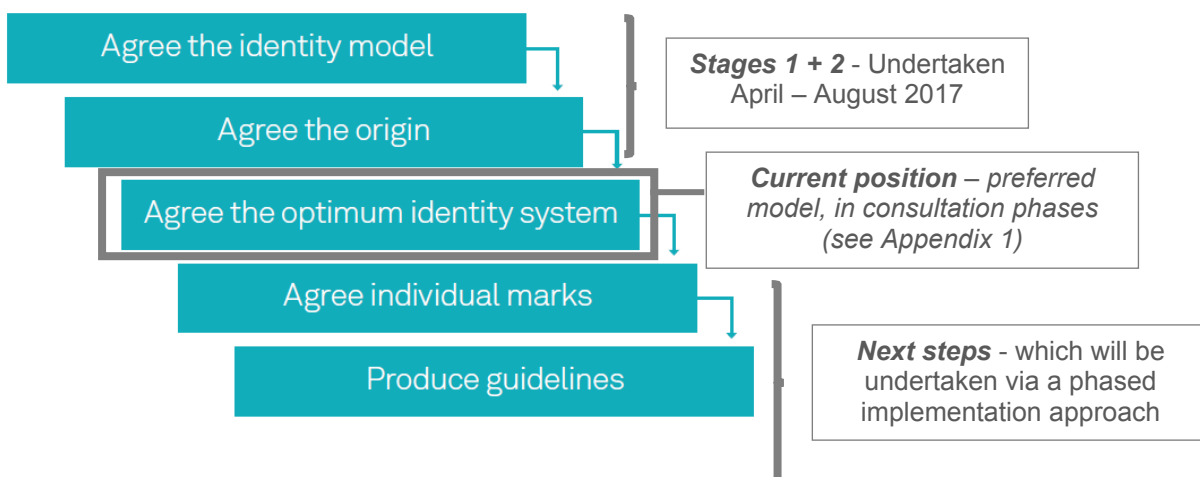
- 1.1 For the Board to receive and consider a presentation that outlines a new regional brand identity framework (Appendix 1).
- 1.2 For the Board to consider this paper and agree the above recommendations.

2.0 Background

- 2.1 The West Midlands Combined Authority (WMCA) partners have been working to establish and deploy a new integrated brand framework for the region, which will provide brand direction for the region over the next 5-10 years. This development will empower the West Midlands competitive positioning by providing a platform for collaboration across both public and private sectors.
- 2.2 Upon the request of the Mayor of the West Midlands, a working group - see the list below - was established to consider two key factors: (i) *the corporate portfolio* - brand alignment between entities; alongside (ii) *external profile* - promotion of the region from an economic development perspective. Partners include: (a) The Mayor's Office - Andrew Browning; (b) the West Midlands Combined Authority - Jan Jennings and Martin Reeves; (c) Transport for West Midlands - Laura Shoaf and Malcom Holmes and (d) the West Midlands Growth Company - Neil Rami and Emma Gray.

3.0 The Branding Process

- 3.1 The brand is centred on a proposition called "Make your Mark", which is rooted in the region's rich industrial heritage. However, it is forward looking in orientation, celebrating the modern assets and achievements of the region as a place to live, work and visit.
- 3.2 In order to create an optimum brand identity system for the West Midlands, based on the "Make your Mark" proposition, the following five-stage process has been adopted:



4.0 Current position and next steps

- 4.1 As identified in the above diagram, the project is midway through the process. A preferred 'Family Hybrid' branding model is currently in consultation with stakeholders.

- 4.2 **The rationale** - West Midlands' partners need to:
- ensure that the emerging brand landscape is aligned e.g. the formation of the WMGC, the new West Midlands Rail franchise;
 - support multiple customer interactions and journeys, both within the region and externally and
 - enable 'out of region' promotion and have an agreed route for collective representation domestically and internationally

- 4.3 **The specification** – a regional identity system that will deliver a distinctive brand framework, with the place proposition at the heart of its concept, which will be achieved consistently by using core features (i.e. messaging, ident shape, colour, font).

The benefits – of a West Midlands brand framework include delivery of:

- a regional brand portfolio which will bring clear alignment when executed collectively and independently;
 - platform for collaboration which will enable promotion of the region and sub regions; and
 - a flexible identity framework, which will incorporate a system that will provide options for engagement and adopting the brand.
- 4.4 Having established the brand foundations, stakeholder consultation has been undertaken across key groups (see Appendix 2). To date the identity system has largely received positive endorsement. However, it should be noted that two observation points have arisen during this process (a) to ensure that the identity system is compliant with the Equality Impact Assessment and (b) issues have been raised about the Transport for West Midlands brand idents. A detailed response was received from Malcolm Holmes, Programme director, West Midlands Rail, explaining the background to the branding process and critical timelines for roll-out of the rail branding in line with the new franchise.
- 4.5 It is proposed that each organisation takes full responsibility for its own branding implementation. It makes sense to have a phased implementation, as appropriate to the business needs, context and resource capabilities of each organisation. The aim must be for full brand alignment to be delivered within a 24-month period. It is recommended that as the remainder of the non-rail, TfWM family will need to be brought forward, linked to strategic developments for example of the metro system, that this is completed within the next 12-month period. As a result of the feedback received during the consultation, it seems prudent to undertake some more detailed consumer testing and consultation on the non-rail elements of the transport family prior to full implementation. Any proposed changes will need to be considered by TfWM and ultimately approved by the WMCA Board. For the reasons outlined in the report, the rail branding as it is directly linked to the new franchise has already been approved through the appropriate governance channels and so should not be included in this process.

5.0 Financial implications

- 5.1 This project has been funded via WMCA and WMGC budgets. Any future costs to undertake further consumer testing, establish branding guidelines and to implement the new branding and identity will have to be met completely by the responsible, individual organisation.

6.0 Legal implications

6.1 None directly arising from this report.

7.0 Equalities implications

7.1 This project will ensure that an Equality Impact Assessment is undertaken to ensure that outputs are compliant.

8.0 Other implications

8.1 None directly arising from this report.

9.0 Schedule of background papers

9.1 N/A

APPENDIX 1 – PROPOSED WEST MIDLANDS IDENTITY SYSTEM



Proposed framework based on hexagon formation – (a) core colour and fonts to be finalised and (b) Idents are examples only and will be concluded by each corporate entity

Note: The Board will receive a detailed presentation on the day.

APPENDIX 2 – CONSULTATION PROGRESS SUMMARY

Timings	Groups
13.09.17 – completed	Three LEP Group <i>Attended:</i> <ul style="list-style-type: none"> ▪ Jonathan Browning, Paula Dees ▪ Chris Loughran, Roger Mendonca ▪ Sarah Middleton ▪ Martin Reeves <i>Unable to attend:</i> <ul style="list-style-type: none"> ▪ Stewart Towe
13.09.17 – completed	WMGC marketing group <ul style="list-style-type: none"> ▪ Nick Blofeld ▪ Chris Loughran ▪ Fiona Allan ▪ Ninder Johal ▪ Prof. Stuart Croft
29.09.17 – completed	7 METS Chief Executives - Martin Reeves to lead on consultation
September - completed	New WMCA CE - Martin to brief Deborah Cadman
September - completed	ABCA Group - The Black Country Chief Executive group – Local Authorities and LEP - emailed with update outside the groups meeting schedule
02.10. 17 - completed	WMGC Board
12.10.17	SEP Board
13.10.17	WMCA Programme Board WMCA BOARD

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WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board Meeting

Date	13 October 2017
Report title	Appointment of WMCA Statutory Officers
Portfolio Lead	Andy Street, Mayor / Chair of WMCA
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7552
Accountable employee(s)	Keith Ireland, Managing Director, City of Wolverhampton Council email: keith.ireland@wolverhampton.gov.uk tel. (01902) 554500
Report to be/has been considered by	WMCA Programme Board - 29 September 2017

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

1. Confirm the appointment of the statutory officer posts as set out within section 2.2 of the report, as follows:
 - Head of Paid Service - Deborah Cadman
 - s.151 Officer - Sean Pearce
 - Clerk - Tim Martin
 - Monitoring Officer - Tim Martin

1.0 Purpose

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

2.0 Background

2.1 At its meeting on 23 June 2017, the WMCA Board approved the appointment of a number of statutory posts within the WMCA. At the time, it was recognised that these appointments were being made whilst the WMCA was undertaking recruitment for a permanent Chief Executive and other Director-level positions, and therefore the appointments would likely be reviewed and re-assigned in due course.

2.2 Following the conclusion of the recruitment, it is now possible to make permanent appointments to the statutory posts. The WMCA Board is therefore recommended to confirm the following officer appointments:

- Head of Paid Service - Deborah Cadman (Chief Executive)
- s.151 Officer - Sean Pearce (Director of Finance)
- Clerk - Tim Martin (Head of Governance)
- Monitoring Officer - Tim Martin (Head of Governance)

2.3 These appointments will be effective from Monday 16 October 2017.

3.0 Financial Implications

3.1 There are no direct financial implications arising out of this report as the posts are not remunerated, in themselves, over and above the existing salary paid for the individual's substantive post within the WMCA.

4.0 Legal Implications

4.1 There are no direct legal implications arising out of the contents of this report, other than a legal requirement for the WMCA to appoint individuals to the positions identified. The Monitoring Officer is required to appoint a deputy who can act in their absence. This will be Elisabeth Tomlinson, Legal Services Manager. Linda Horne, Head of Finance & Business Planning, is already Deputy s.151 Officer.

5.0 Equalities implications

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

6.0 Other implications

6.1 None identified.

7.0 Schedule of background papers

7.1 Reports to WMCA Board on 29 June 2016 and 23 June 2017.

WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: NOVEMBER 2017 - JUNE 2018

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Devolution of the Adult Education Budget	To report on developments with the devolution of the Adult Education Budget.	10 November 2017	Y	Cllr George Duggins	Rachel Egan	No	Skills & Productivity
International City and Urban Regional Collaborative Visit	Report on the visit to the I-CIRCLE meeting attended by Sarah Norman and Norman Lamb MP.	10 November 2017	N	Cllr Bob Sleigh	Sarah Norman	No	Delivery
WMCA One Public Estate Programme Update	To report on developments with the WMCA's One Public Estate programme.	10 November 2017	N	Cllr Steve Eling	Henry Kippin	No	Public Service Reform
Commonwealth Games 2022 Village	To report on land remediation/acquisition funding arrangements.	10 November 2017	Yes	Cllr Izzi Seccombe	Sean Pearce	No	Finance

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Treasury Management Mid-Year Report	To present a half-yearly update report on treasury management activity.	10 November 2017	No	Cllr Izzi Seccombe	Sean Pearce	No	Finance
Gainshare Monitoring and Evaluation	To report on the monitoring and evaluation of the financial gainshare.	10 November 2017	No	Cllr Izzi Seccombe	Sean Pearce	No	Finance
West Midlands Development Capital - Approval of Business Plan	To approve the business plan for West Midlands Development Capital.	10 November 2017	Yes	Cllr Izzi Seccombe	Sean Pearce	No	Finance
Devo 2 Update	To consider an update on Devo 2 negotiations and agreement.	10 November 2017	Yes	Mayor	Deborah Cadman	No	Governance
Delegation of Annual Accounts Approval	To agree that the approval of the annual accounts be delegated to Audit, Risk & Assurance Committee.	8 December 2017	No	Cllr Izzi Seccombe	Sean Pearce	No	Finance

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Midland Metro Ltd - Approval of Final Business Plan and Commercial Settlement with National Express	To agree the business plan for Midland Metro Ltd and the commercial settlement with National Express.	8 December 2017	Yes	Cllr Roger Lawrence	Laura Shoaf	Yes	Transport
Midland Metro Penalty Fare	To make changes to the penalty fare in operation on the Midland Metro.	8 December 2017	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport
Investment Programme Funding	To report on the risks inherent within the financial assumptions for WMCA income streams.	12 January 2018	No	Cllr Izzi Seccombe	Sean Pearce	No	Finance

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WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board

Date	13 October 2017
Report title	Financial Monitoring 2017/18
Cabinet Member Portfolio Lead	Councillor Izzi Seccombe - Finance & Investments
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel. (0121) 214 7552
Accountable Employee	Mark Taylor, Director of Finance, WMCA email: mark.taylor@wolverhampton.gov.uk tel: (0121) 214 7600
Report to be/has been considered by	WMCA Leadership Board - 27 September 2017 WMCA Programme Board - 29 September 2017

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Note the financial position for August 2017.

1.0 Purpose

- 1.1 To provide an update of the WMCA finances as at the end of August 2017.

2.0 Financial Monitoring

- 2.1 A summary of the revenue and capital financial positions against the approved budget are attached at appendices 1-4. A summary of the Investment Programme along with current commitments is included in appendices 5 and 6 and a summary of the balance sheet is included in appendix 7.

3.0 Transport

- 3.1 Appendix 1 sets out the position on the transport budget. There is a favourable variance of £655,000 for the year to date and a full year favourable variance of £944,000 forecast. The main variations are favourable variances within the concessions budget of £344,000 for the year to date and £1,060,000 for the year due to savings within the national bus concession scheme owing to lower patronage and savings within the local child concession scheme as a result of the release of a contingency sum set aside in the budget that is not now required. There is also a favourable variance within finance charges of £114,000 for the year to date and £307,000 for the full year. This is primarily as a result of interest savings on long term borrowing costs as a result of a delay in planned borrowing due to current market conditions.
- 3.2 This favourable position is partially offset by an adverse variance within metro services of £333,000 for the year to date and £800,000 for the full year which is as a result of prudent provision being set aside for the Midland Metro Ltd. mobilisation work.
- 3.3 The 16-18 year old apprentices and trainees pilot concessions scheme has now been approved (including bus, metro and rail) and will be funded from savings achieved from existing resources within the 2017-18 child concessions scheme. One of the conditions that will be built into this new scheme is an agreed fixed level of exposure for the WMCA. If the costs of the pilot scheme exceed this agreed level, operators will pick up those additional costs as part of their agreement to take on the commercial risk.
- 3.4 Approval will be sought in the mid-year Treasury Management update to change the WMCA Minimum Revenue Provision (MRP) Policy in relation to historic and future TfWM transport borrowing. If approved, this will deliver significant savings against the transport revenue budget with a total of £5.2m available in the current financial year. An update will be provided in the autumn.
- 3.5 It should be noted that there are likely to be emerging cost pressures relating to various transport activities during the remainder of the financial year that will potentially impact on the current forecast surplus position. Updates will be provided in the regular financial reports.

4.0 WMCA Operational Budget

- 4.1 Appendix 2 sets out the position on the WMCA operational budget at the end of August and shows a favourable variance of £819,000 for the year to date which is primarily due to a number of posts remaining vacant which has had a knock on effect on planned activity. In addition there are savings against the Collective Investment Fund (CIF) of £146,000 for the year to date as the CIF is now expected to cover its fees and cost of capital in the year.
- 4.2 Despite the current underspend position, there is an adverse variance of £161,000 forecast for the full year. This is primarily due to higher than anticipated recruitment and staffing costs relating to senior WMCA posts. However, it should be noted that there are significant resources available within a number of work-streams where work has yet to commence. It is therefore considered likely that the final outturn for the year will be more in line with budget by the year end, however, no further unbudgeted spend will be approved without an additional funding source identified or an existing activity being halted, to mitigate this risk.
- 4.3 Whilst the £250,000 approved contribution to the development of the Commonwealth Games bid can currently be accommodated, there may be a requirement to provide this funding from the Investment Programme, depending upon the final outturn for the year.

Mayor's Office

- 4.4 Appendix 3 details the mayor's office spend and the cost of the recent mayoral election. The mayoral team are working to bring mayoral office costs back in line with budget by the end of the financial year. The anticipated £100,000 saving on the mayoral election will relieve the cost pressure on 'Gainshare' funds for the operational budget and the Commonwealth Games.

5.0 Transport Delivery Capital Programme

- 5.1 In Appendix 4 transport schemes are largely on track at the end of the month with the most significant variances being in relation acceleration against Edgbaston Metro and Bilston Road Track Replacement. The forecast for the year against the SEP schemes shows expenditure being ahead of budget by £2.0m, mostly due to acceleration of the Edgbaston Metro, off-set by an under-spend on the Wolverhampton Metro where the delivery profile has been reviewed. The Other Major Programmes forecast of £4.9m ahead of budget related to acceleration against the East Birmingham Metro and Wednesbury Brierley Hill Metro schemes.

6.0 Investment Programme

- 6.1 Appendix 5 details the progression of the WMCA Investment Programme in full, which is broadly on track with the exception of Wolverhampton Metro / Station / Car Park following a deferral of the programme to allow the project work-streams to be delivered simultaneously rather than consecutively. Appendix 5 is currently flagging concerns over the potential cost over-runs and funding associated with the Metro schemes to Birmingham Airport and Brierley Hill, in addition to a potential cost over-run of approximately £17m on the Wolverhampton scheme, which is currently being addressed by TfWM / Wolverhampton City Council.

- 6.2 The WMCA Investment Programme is reported as a consolidated picture, by collating both WMCA direct spend and local authority returns. As such, the reporting of Investment Programme financial is one month behind as this enables Districts two weeks post month end to supply their latest claim and forecast figures. The initial budget for the Investment Programme for 2017/18 is shown under Appendix 5.
- 6.3 Investment Programme projects with a WMCA funding value of £226m have received approval via the WMCA Assurance Framework to the end of August 2017, most notable of which is the £98.7m towards the Coventry City Centre Regeneration project. Further details are shown in Appendix 6.
- 6.4 A separate report on the Investment Programme financial commitments and funding is currently being prepared for consideration at the November WMCA Board meeting.
- 6.5 Appendix 7 shows the WMCA Balance Sheet which shows a healthy financial position at the end of August.

7.0 Legal implications

- 8.1 There are no legal implications.

8.0 Equalities implications

- 9.0 There are no equalities implications.

10.0 Appendices

- Appendix 1 – WMCA Transport Revenue Summary – August 2017
- Appendix 2 – WMCA Operational Revenue Summary – August 2017
- Appendix 3 – WMCA Mayor Revenue Summary – August 2017
- Appendix 4 – WMCA Capital Transport Delivery Programme – August 2017
- Appendix 5 – WMCA Investment Programme Summary – July 2017
- Appendix 6 – WMCA Investment Programme Commitments – August 2017
- Appendix 7 – WMCA Balance Sheet – August 2017

Appendix 1

TRANSPORT BUDGET	August 2017 Year to Date			Full Year 2017/18			Comments
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000	
INCOME							
Transport Levy	50,643	50,643	-	121,542	121,542	-	
Total Income	50,643	50,643	-	121,542	121,542	-	
EXPENDITURE							
Concessions							
National Bus Concession	21,934	22,035	101	52,019	52,519	500	The favourable FY variance of £1,060k and YTD variance of £334k is primarily as a result of savings on the national bus concession scheme owing to lower patronage and savings on the local child concession scheme due to the release of a contingency set aside in the budget which is no longer required.
Metro / Rail	1,790	1,837	47	4,297	4,409	112	
Child Concession	3,966	4,157	191	9,149	9,609	460	
Passes and Permits	113	108	(5)	12	0	(12)	
	27,804	28,137	334	65,477	66,537	1,060	
Bus Services							
Bus Stations / Infrastructure	1,973	1,846	(128)	4,274	4,212	(61)	The adverse YTD variance within bus stations and infrastructure has largely occurred due to an overspend within the routine maintenance budget (£72k) due to upward pressures as a result of greater maintenance requirements.
Subsidised Network	3,191	3,207	15	7,772	7,772	-	
Rendering / Monitoring	293	338	45	809	819	10	
Accessible Transport	3,069	3,071	1	7,369	7,369		
	8,527	8,462	(65)	20,224	20,173	(51)	
Rail and Metro Services							
Metro	844	533	(311)	2,303	1,408	(895)	The adverse variance within metro operations is as a result of a prudent provision being set aside for MML mobilisation work of FY £800k and YTD £333k.
Rail Operations	86	81	(5)	211	193	(18)	
Car Park and Ride	476	542	66	1,427	1,427	1	
West Midlands Rail	145	201	56	302	316	14	
Bromsgrove Rail Station	44	136	92	161	326	165	
	1,595	1,493	(103)	4,405	3,672	(733)	
Integration							
Safety and Security	382	384	3	970	926	(44)	The YTD favourable variance within Passenger Information is due to 'one-off' additional ticketing income being received from NX (£33k), and underspends against marketing campaigns & monitoring work.
Passenger Information	2,299	2,404	104	5,519	5,530	11	
Sustainable Travel	16	21	5	55	60	5	
	2,697	2,809	112	6,544	6,516	(28)	
Business Support Costs	1,460	1,683	224	3,676	4,041	365	The FY and YTD favourable variances within business support costs are primarily as a result of savings within staff costs due to vacant posts and higher than budgeted investment income due to more favourable cash balances.
Policy and Strategy and Elected Member Services	745	785	40	2,050	2,075	24	
Finance Charges							
Finance Costs	6,469	6,564	95	15,384	15,673	289	The FY and YTD variance within finance costs is a s result of interest savings on long term borrowing costs as a result of a delay in planned borrowing due to current market conditions.
Deregulation Pension Costs	546	565	18	1,337	1,356	18	
Transport Development	625	625	-	1,500	1,500	-	
	7,641	7,754	114	18,222	18,529	307	
Total Expenditure	50,469	51,124	655	120,598	121,542	944	
Net	174	(481)	655	944	-	944	

Appendix 2

West Midlands Combined Authority Operational Budget - August 2017

FINANCIAL SUMMARY AS AT AUGUST 2017	AUGUST 2017 YEAR TO DATE			FULL YEAR 2017/18			WMCA OPERATIONAL BUDGET
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000	
Contribution - 7 Met Council's	620	620	0	1,488	1,488	0	<p>At the end of August there is a favourable variance of £819k within the WMCA Operational budget. Despite the YTD underspend there is an adverse variance of £161k for the FY following the first re-forecast of the year.</p> <p>The FY adverse variance is primarily due to higher than anticipated recruitment and staffing costs relating to senior WMCA posts (£204k). There is also provision for the development of a Housing Infrastructure Fund bid of £70k. This is offset by a saving of £350k on the Collective Investment Fund which is expected to cover its fee and the cost of capital in year.</p> <p>Key year to date variances include the Collective Investment Fund which has a favourable variance of £146k due to the current anticipated return on investment being ahead of plan. Also there is an adverse variance within the Housing and Land budget due the timing of the WMCA Land Commission implementation project. Additionally there is an adverse variance within the Growth Company due to transitional costs which are offset by a saving due to membership commencing in May rather than April as planned.</p> <p>Favourable variances have occurred within other areas due to the timing of activities and a number of posts which have not yet been recruited to.</p> <p>Although there is currently an adverse variance shown in the latest full year forecast it should be noted that a number of posts have yet to be recruited to and a number of workstreams where work has yet to commence. It is therefore considered likely that final FY spend may be more in line with budget by the year end, however no additional spend will be approved without an additional funding source identified or an existing activity being halted.</p>
Non-Constituent Members	133	133	0	319	319	0	
Associate Members / Official Observers	18	18	0	43	43	0	
Contribution to / from Gain Share	807	807	0	1,936	1,936	0	
Investment Income	206	206	0	494	494	0	
Total Income	1,784	1,784	0	4,280	4,280	0	
Black Country Economic Intelligence Unit	(60)	(100)	40	(240)	(240)	0	
Collective Investment Fund	0	(146)	146	0	(350)	350	
Communications	(93)	(156)	63	(375)	(375)	0	
Culture and Tourism	0	(102)	102	(246)	(246)	0	
Housing & Land Commission	(89)	(42)	(47)	(171)	(100)	(71)	
Growth Company	(319)	(292)	(27)	(712)	(700)	(12)	
Mental Health Commission	(22)	(96)	74	(230)	(230)	0	
Productivity & Skills Commission	(9)	(185)	176	(544)	(544)	0	
Program/Policy/Support	(269)	(406)	137	(1,363)	(934)	(429)	
Public Sector Reform	(95)	(250)	155	(480)	(480)	0	
Transport	(34)	(34)	0	(80)	(81)	1	
Total Expenditure	(990)	(1,809)	819	(4,441)	(4,280)	(161)	
TOTAL RETURN	794	(25)	819	(161)	0	(161)	

Appendix 3



West Midlands Combined Authority Mayoral Budget - August 2017

	AUGUST 2017 YEAR TO DATE			FULL YEAR 2017/18			OVERALL REVENUE BUDGET
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000	
MAYORAL OFFICE							
Staff Costs	(112)	(83)	(29) 35%	(379)	(229)	(150) 66%	Following the Mayor's first months in office, annual spending requirements are subject to review and efforts will be focused on controlling spending in line with the annual budget as legislation does not allow the Mayor to raise a precept to cover his costs in his first year of office.
IT	(14)	(5)	(9) 180%	(29)	(6)	(23) 383%	
Promotions, Information and Initiatives	0	0	0 0%	0	0	0 0%	
External Advice	0	(27)	27 100%	(35)	(75)	40 53%	
Travel & Subsistence	0	(15)	15 100%	(35)	(42)	7 17%	
Other	(2)	(11)	9 82%	(3)	(12)	9 75%	
TOTAL EXPENDITURE	(128)	(141)	13 9%	(481)	(364)	(117) 32%	
MAYORAL ELECTIONS							
Infrastructure (inc On Street)	(3,360)	(3,360)	0 0%	(3,360)	(3,360)	0 0%	Claims for Election costs are yet to be received from districts but are anticipated to be in line with the budget.
Promotions, Information and Initiatives	(836)	(1,000)	164 16%	(851)	(1,000)	149 15%	
Other	(686)	(640)	(46) 7%	(686)	(640)	(46) 7%	
TOTAL EXPENDITURE	(4,882)	(5,000)	118 2%	(4,897)	(5,000)	103 2%	

West Midlands Combined Authority Transport Delivery Capital Programme - August 2017



FINANCIAL SUMMARY AS AT AUGUST 2017	AUGUST YEAR TO DATE			FULL YEAR 2017/18		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
STRATEGIC ECONOMIC PLAN MAJOR SCHEMES						
Birmingham City Centre One Station	0	0	0 0%	(250)	(250)	0 0%
Longbridge Connectivity Package	(30)	(38)	8 21%	(1,228)	(2,000)	772 39%
SPRINT - Hagley Road	(92)	(126)	34 27%	(2,152)	(2,162)	10 0%
A45 Sprint	(125)	(208)	83 40%	(437)	(700)	263 39%
Metro Centenary Square Extension	(3,141)	(3,786)	645 17%	(10,793)	(11,423)	630 0%
Metro Birmingham Eastside Extension	(644)	(621)	(23) 4%	(2,664)	(1,678)	(986) 59%
Metro Wolverhampton City Centre Extension	(2,103)	(2,701)	598 22%	(5,864)	(8,500)	2,636 31%
Metro Edgbaston Extension	(3,859)	(1,964)	(1,895) 89%	(12,695)	(7,647)	(5,048) 69%
HS2 connectivity package	(119)	0	(119) 0%	(335)	0	(335) 0%
District Delivered - Managing Short Trips (BC LEP)	(7)	0	(7) 0%	0	0	0 0%
SUB TOTAL - SEP SCHEMES	(10,120)	(9,444)	(676) 7%	(36,418)	(34,360)	(2,058) 6%
OTHER MAJOR PROGRAMMES						
Birmingham City Centre Metro Extension	(522)	(450)	(72) 16%	(950)	(800)	(150) 19%
Metro Wednesbury to Brierley Hill Extension	(1,052)	(844)	(208) 25%	(3,980)	(2,133)	(1,847) 87%
National Productivity Programme (NPIF)	(81)	(81)	0 0%	(6,166)	(6,166)	0 0%
Metro East Birmingham to Solihull Extension	(693)	(1,069)	376 35%	(4,875)	(2,024)	(2,851) 141%
Bilston Road Track Replacement	(5,539)	(4,846)	(693) 14%	(15,699)	(15,699)	0 0%
Metro Catenary Free	(50)	(8)	(42) 525%	(50)	4	(54) 1350%
SUB TOTAL - OTHER MAJOR SCHEMES	(7,938)	(7,298)	(640) 8%	(31,720)	(26,818)	(4,902) 16%
GRAND TOTAL MAJOR SCHEMES	(18,058)	(16,742)	(1,316) 8%	(68,138)	(61,178)	(6,960) 11%
MINOR PROGRAMMES						
Minor Works Programme Total	(1,886)	(1,492)	(394) 29%	(4,783)	(4,262)	(521) 12%
FULL PROGRAMME GRAND TOTAL	(19,944)	(18,234)	(1,710) 9%	(72,921)	(65,440)	(7,481) 11%

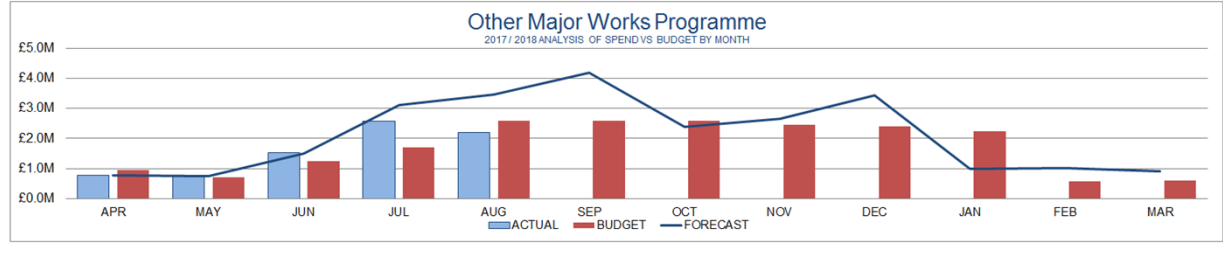
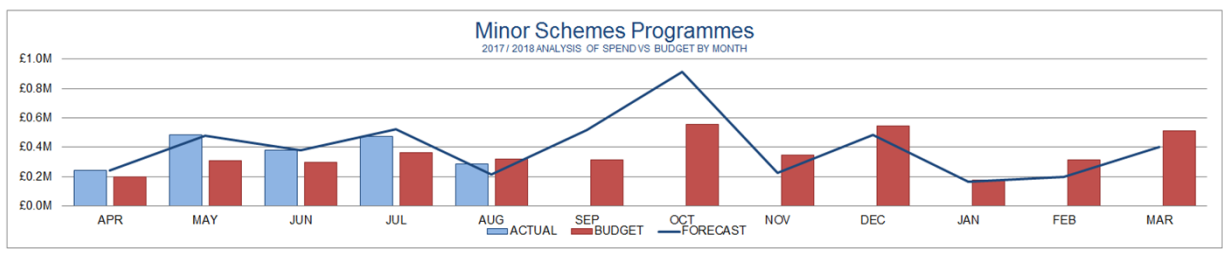
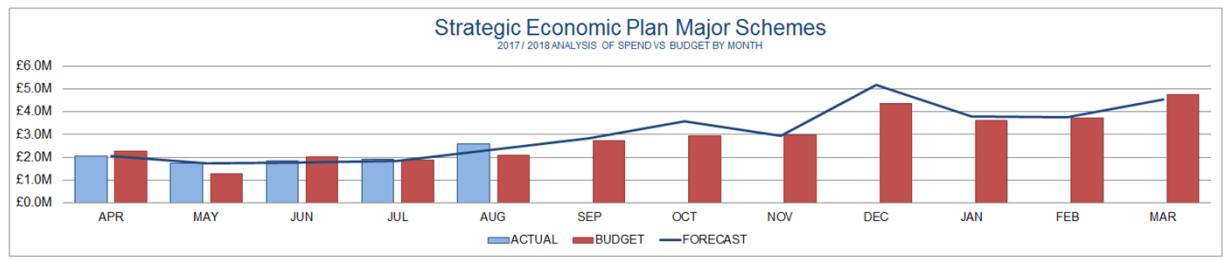
Programme spend to the end of August was £0.676m ahead of budget primarily due to accelerated utility works on **Metro Edgbaston Extension** (£1.895m) which is budgeted for within the metro programme. Offsetting this, the **Metro Centenary Square Extension** (£0.645m) is underspent due to a phased start to construction owing to pending design approvals with Birmingham City Council. In addition, the **Metro Wolverhampton City Centre Extension** is underspent due to the implementation of a revised construction strategy which has delayed the commencement of construction to synchronise with the wider Wolverhampton Interchange Project (which includes station & car park works).

The annual forecast is unchanged from July, being £2.058m ahead of the 2017/18 Budget. The main variance relates to **Metro Edgbaston Extension** (£5.048m) and reflects the acceleration of utility and design work this year on the basis of gaining funding from DfT in September. The **Metro Eastside Extension** (£0.986m) also reflects acceleration of works ahead of schedule. Offsetting this, is the revised construction strategy for the **Metro Wolverhampton City Centre Extension** (£2.636m) which will see work being combined between the Rail Station and Pipers Row in 2019 instead as detailed above. In addition, the annual forecast on **Metro Centenary Square** (£0.630m) has been reduced due to a delay in obtaining design approvals from BCC particularly around Paradise Circus, which has led to the phased start of construction.

The Programme spend is £0.653m ahead of budget primarily due to **Bilston Road Track Replacement** (£0.693m) owing to construction works commencing 6 weeks ahead of schedule. In addition the **Metro Wednesbury to Brierley Hill Extension** (£0.208m) is ahead due to the acceleration of design work. Offsetting this, the **Metro East Birmingham to Solihull Extension** (£0.376m) is underspent due to delays in commencement of survey works.

The Annual Forecast is unchanged from July, being £4.902m ahead of budget. The main variance relates to **Metro East Birmingham to Solihull Extension** (£2.851m) where the programme is being advanced ahead of schedule, as is the **Metro Wednesbury Brierley Hill Extension** (£1.847m).

The Programme forecast is £0.381m ahead of budget. The main overspend is due to **North Walsall Cutting** (£0.140m) owing to known exceedance. The Annual Forecast is £0.521m over Budget. The primary variance relates to brought forward expenditure on **Network Wide Bus refurbishments** (£0.217m), specifically automatic doors at Dudley Bus Station, budgeted in 2018/19. The other main variance relates to **North Walsall Cutting** (£0.140m) as previously identified.



HS2 Growth Strategy Financial Summary

Period Ending 31st July 2017

PROJECT RAG	2017 / 2018 TO DATE			2017 / 2018 FULL YEAR			COST TO COMPLETION					
	ACTUAL	BUDGET	VARIANCE	BUDGET	FORECAST	VARIANCE	PRIOR YEAR ACTUAL	2017/18 FORECAST	FUTURE YEARS FORECAST	TOTAL FORECAST OUTTURN	TOTAL BUDGET	VARIANCE
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
UK CENTRAL : HS2 INTERCHANGE	517	538	20	2,016	2,449	(433)	902	2,449	1,016,974	1,020,325	1,019,937	(388)
UK CENTRAL : HS2 INFRASTRUCTURE	143	389	246	4,387	4,535	(147)	1,830	4,535	632,614	638,979	648,648	9,669
CURZON STREET STATION MASTERPLAN	0	0	0	1,000	1,000	0	0	1,000	555,200	556,200	556,000	(200)
METRO BIRMINGHAM EASTSIDE	441	502	61	1,678	2,664	(986)	4,457	2,664	130,079	137,200	137,200	0
METRO BIRMINGHAM INTERCHANGE	432	831	399	2,026	4,875	(2,849)	1,041	4,875	729,084	735,000	675,000	(60,000)
HS2 WIDER CONNECTIVITY PACKAGE *	12,912	14,731	1,819	70,372	61,029	9,343	56,729	61,029	967,730	1,085,488	1,070,624	(14,863)
BRIERLEY HILL METRO EXTENSION	656	698	42	2,133	3,980	(1,847)	2,021	3,980	337,599	343,600	310,000	(33,600)
NATIONAL COLLEGE FOR HIGH SPEED RAIL	4,019	4,019	0	8,687	9,211	(524)	16,022	9,211	0	25,233	25,233	0
HS2 GROWTH STRATEGY PROGRAMME MANAGEMENT	129	170	41	594	506	88	304	506	3,171	3,981	4,400	419
HIGH SPEED SUPPLY CHAIN & BUSINESS SUPPORT **	400	400	0	25,748	25,748	0	10,870	25,748	313,382	350,000	350,000	0
HS2 Growth Strategy Total	19,649	22,277	2,628	118,641	115,997	2,645	94,176	115,997	4,685,833	4,896,006	4,797,043	(98,963)
COVENTRY UK CENTRAL PLUS CONNECTIVITY*	467	506	39	3,217	5,065	(1,848)	0	5,065	466,831	471,896	472,350	454
COVENTRY CITY CENTRE REGENERATION	73	288	215	7,842	7,842	(0)	0	7,842	351,745	359,587	359,311	(276)
COLLECTIVE INVESTMENT VEHICLE	3,566	3,566	0	20,000	10,000	10,000	3,589	20,000	976,411	1,000,000	1,000,000	0
LAND RECLAMATION	0	0	0	20,000	10,000	10,000	0	20,000	180,000	200,000	200,000	0
DEVOLVED TRANSPORT INVESTMENT	0	0	0	0	0	0	0	0	1,299,000	1,299,000	1,299,000	0
EZ EXPANSION EXCLUDING CURZON	0	0	0	0	0	0	0	0	20,000	20,000	20,000	0
BUSINESS INNOVATION	0	0	0	25	25	0	0	25	4,975	5,000	5,000	0
OTHER INVESTMENT PROGRAMME SCHEMES	4,106	4,360	254	51,084	32,932	18,152	3,589	52,932	3,298,962	3,355,483	3,355,661	178
GRAND TOTAL	23,755	26,637	2,882	169,725	148,929	20,796	97,765	168,929	7,984,795	8,251,489	8,152,704	(98,785)

FUNDING SUMMARY (JULY ACTUALS)	£000
WMCA	6,656
LGF	5,353
DFT	3,683
BCC Borrowing (CIF)	3,566
EZ	2,209
Local Authority	1,591
RGF	400
Central Govt Other	252
EU	44
Private	1
TOTAL	23,755

* NOTE : An element of the HS2 Connectivity Package is included within the UK Central Hub Growth and Infrastructure Plan.

** NOTE : The High Speed Supply Chain work stream is not a WMCA funded programme and included for information only. The Investment Programme baseline of £350m includes substantial sums as leveraged investment from business.

*** NOTE: The recently approved WMCA £25m contribution to the Commonwealth Games will be reflected in future financial monitoring reports depending upon the outcome of the bidding process decision in November.

Spend to the end of July 2017 is £2.8m behind budget, mostly due to slippage against the Wolverhampton Interchange Station / Car Park works within the HS2 Connectivity Package. The delay is due to issues in the procurement of the main contractor as prices are agreed with Galiford Try.

The forecast under-spend against the 2017/2018 budget of £18.15m is largely driven by revisions to forecasts for Land Remediation and Collective Investment Fund payments plus the additional procurement lead-time relating to the Wolverhampton scheme detailed above.

In terms of project out-turn estimates, the UK Central Infrastructure scheme forecast is consistent with the SOC submitted w/c 26th June, representing a £10m reduction against the initial budget as activities and funding are aligned to programmes. The forecast out-turn for the remainder programme continues to exceed the original budget with variances against Birmingham Metro Interchange and Brierley Hill Metro Extensions as a result of the inclusion of optimism bias into the initial business case estimates. No new funding has been identified to cover these variances. It is expected the over-spends will be managed out as the project detail matures.

In addition to the cost pressures against these schemes, initial discussions regarding the funding for these schemes with DCLG has cast doubt over the likelihood of Central Government providing the £699m of grant funding which was assumed at the time of the Devolution Deal agreement. As such, WMCA are working with project stakeholders to identify a funding strategy for the projects including HIF opportunities and onward devolution discussions. Given both the cost and funding pressure against these schemes, the 'RAG' status has been changed to Red until the schemes are deliverable within a clearly defined funding arrangement. This risk will be reported in a wider briefing update on the funding commitments and risks within the Investment Programme which will come through the November cycle.

In addition, within the HS2 Connectivity Package, the Wolverhampton Interchange Station / Car Park scheme is also forecasting an additional £17.5m of cost which emerged as part of the procurement activity, the funding for which is currently being addressed by TfWM / Wolverhampton City Council.

The National College for High Speed 2 includes a budget transfer of £533k from the Doncaster College site.

APPENDIX 6

WMCA Investment Programme Commitments

Scheme	Total Expected WMCA Funding Into Programme £	WMCA Funding Approved to be Released £	ASSURANCE FRAMEWORK STAGES							Notes
			Technical Appraisal Panel	Investment Appraisal Group	WMCA Mgt Board	SEP Board	Investment Board	WMCA Full Board		
Approved Investment WMCA Management Board & Assurance Framework:										
Coventry City Centre South	98,753,985	98,753,985	✓	✓	✓	✓	✓	✓	FBC Approved. Legal Agreement being prepared for funding draw down.	
Coventry Friargate	51,200,000	200,000	✓	✓	✓	✓	N/A	N/A		
Innovation CDIS	40,000,000	25,000	✓	✓	✓	✓	✓	N/A		
Land Remediation Fund	200,000,000	53,040,000	✓	✓	✓	✓	✓	✓	SOC only at WMCA Full Board. Specific Projects will require individual approval.	
Solihull MBC Growth & Infrastructure Plan : UKC Utilities Investigations	100,000	100,000	✓	✓	✓	✓	N/A	N/A		
Sprint Birmingham to Sutton	27,100,000	300,000	✓	✓	✓	✓	N/A	N/A		
Sprint - A34 Walsall to Birmingham	27,700,000	300,000	✓	✓	✓	✓	N/A	N/A		
Sprint - Birmingham to Longbridge	38,400,000	300,000	✓	✓	✓	✓	N/A	N/A		
Solihull MBC Growth & Infrastructure Plan	UKC Land Valuations	50,000	✓	✓	✓	✓	N/A	N/A	Approved under delegated authority (under £0.5m)	
	UKC Cap Park Strategy	30,000	✓	✓	✓	✓	N/A	N/A	Approved under delegated authority (under £0.5m)	
Edgbaston Metro Extension (HS2 CP)	58,900,000	58,900,000	✓	✓	✓	✓	✓	✓	FBC Approved	
Coventry UKC Plus	Country South - A46 Link Road	81,300,000	✓	✓	✓	✓	✓	N/A	N/A	
	Coventry South Interchange	18,000,000	✓	✓	✓	✓	✓	N/A	N/A	
	Coventry South - Tile Hill Station Improver	7,200,000	✓	✓	✓	✓	✓	N/A	N/A	
Wednesbury Brierley Hill Metro	103,000,000	4,000,000	✓	✓	✓	✓	✓	✓		
Metro East Birmingham *	12,000,000	10,200,000	✓	✓	✓	✓	✓	✓		
Sub Total - Firm Funding Commitments	1,449,553,985	226,998,985								

Scheme	Total Expected WMCA Funding Into Programme £	WMCA Funding Requested (Pending Approval) £	ASSURANCE FRAMEWORK STAGES							Notes
			Technical Appraisal Panel	Investment Appraisal Group	WMCA Mgt Board	SEP Board	Investment Board	WMCA Full Board		

Projects Progressing through the Approval Process:

Coventry UKC Plus	Coventry City Centre First	51,000,000	-	✓	✓	✓	✓	N/A	N/A	No funding required at this stage
	Very Light Rail	55,000,000	12,200,000	✓						Next stage IAG 2/10/17
	Coventry South - Binley & Walsgrave Junction	50,000,000	-	✓	✓	✓	✓	N/A	N/A	No funding required at this stage
Innovation CDIS	Incl. above	42,000		✓						Next stage IAG 2/10/17 (funding to complete FBC)
UK Central Infrastructure Package	Incl. above	3,346,543		✓	✓	✓				Next Stage October SEP & Investment Boards
Hagley Road Sprint	2,400,000	2,400,000		✓	✓	✓	✓	✓		Next Stage Inv Board 6/10/2017
Sprint - Hall Green to Interchange via Solihull	26,900,000	300,000		✓						Next stage IAG 2/10/17
Sutton Coldfield Gateway (Rail)	20,900,000	300,000		✓						Next stage IAG 2/10/17
Sub Total - Commitments Pending Approval	206,200,000	18,588,543								

Projects Yet to Enter Assurance Process:

Wolverhampton Interchange	12,400,000	-								
HS2 Connectivity - Sprint Programme (Routes not Detailed above)	90,310,000	-								
HS2 Connectivity - Rail Programme	137,208,000	-								
HS2 Connectivity Package	15,700,000	-								
Coventry UKC Plus	Remaining programme funding	21,550,000	-							
Employment Education & Skills	20,000,000	-								
HS2 Programme Governance	4,000,000	-								Not subject to Assurance Process - Included for completeness
	301,168,000	-								

Total Potential Commitment Against Devolution Grant	1,956,921,985	245,587,528
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* WMCA Resources to be used in advance of DfT Approval. Cashflow item only as finance to be repaid upon receipt of DfT funding.

APPENDIX 7

WMCA Balance Sheet as at 31 August 2017			
	31 August 2017 £'000	31 July 2017 £'000	Movement £'000
Property, plant and equipment	269,889	266,991	2,898
Long-term assets	269,889	266,991	2,898
Debtors	32,845	33,991	(1,146)
Short -term deposits	75,500	78,690	(3,190)
Cash and bank	273	36	237
Current assets	108,618	112,717	(4,099)
Loans - interest due	(2,234)	(1,453)	(781)
Short-term creditors/accruals	(44,864)	(46,297)	1,433
Current liabilities	(47,098)	(47,750)	652
Net current assets	61,520	64,967	(3,447)
Provisions	(6,620)	(6,552)	(68)
Finance lease liabilities	(2,675)	(2,675)	-
PWLB	(147,569)	(147,569)	0
Other loans - Barclays	(10,000)	(10,000)	-
Dudley MBC	(8,499)	(8,499)	-
Grants receipts in advance	(17,738)	(18,888)	1,150
Long-term liabilities	(193,101)	(194,183)	1,082
Net assets	138,308	137,775	533
General fund balance	2,634	2,322	312
Earmarked reserves	86,812	86,350	462
Capital grants unapplied reserve	247	247	-
Usable reserves	89,693	88,919	774
Revaluation reserve	7,156	7,158	(2)
Deferred capital grants account	262,725	259,827	2,898
Capital financing account	(221,266)	(218,129)	(3,137)
Unusable reserves	48,615	48,856	(241)
Total reserves	138,308	137,775	533
The WMCA Balance Sheet reflects a healthy financial position. Main changes since July reflect TfWM capital spend and work-in-progress funded mainly by grants in advance.			

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WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board

Date	13 October 2017
Report title	Independent Evaluation of Local Growth Interventions
Portfolio Lead	Councillor Izzi Secombe - Finance & Investments
Accountable Chief Executive	Deborah Cadman - Chief Executive, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7552
Accountable Employee	Julia Goldsworthy - Director of Strategy, West Midlands Combined Authority email: julia.goldsworthy@wmca.org.uk tel: 07813 648227
Report has been considered by	WMCA Programme Board - 15 September 2017

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (a) Note the work of the National Evaluation Panel and the National Evaluation framework which has been developed for the 11 devolved areas in England.
- (b) Approve the interventions proposed for evaluation as detailed in paragraph 2.7 including Coventry City South, Friargate, HS2 Connectivity package, UK Central (local infrastructure) and Land and Property Investment Fund.
- (c) Note the requirement for further work to be done on identifying the key details of the interventions that are within the scope of the evaluation and that further information will be reported in due course.

1.0 Purpose

- 1.1 For the Board to consider the process and timetable for the evaluation of interventions supported through the Devolution Deal, and to consider the specific interventions for evaluation.

2.0 Background

- 2.1. Across the UK, several 'deals' have been agreed between Government and cities and city regions involving the creation of devolved investment funds to support economic growth. In the West Midlands, the Devolution Agreement concluded in 2015 provides £36.5 million per year in revenue to support an £8 billion capital investment programme.
- 2.2. In the spirit of devolution, the deals that have been agreed across the country are all different, reflecting local priorities, and will support a diverse range of projects. However, to support a broadly consistent approach to evaluation, the Government's Cities and Local Growth Unit established a **National Evaluation Panel**. The Panel will work with WMCA and ten other areas in receipt of devolved funds to evaluate the impact on local growth of specific interventions that the funding has enabled. This will provide evidence which will help to inform the first 'Gateway Review' due (for the West Midlands) in 2020. The National Evaluation Panel consists of a consortium led by SQW, with additional academic and consultancy support.
- 2.3. Earlier this year, the Panel developed a National Evaluation Framework which has been developed by all eleven localities and CLGU (**Summary attached in Appendix 1**). This sets out the overall approach and principles for the evaluation. It identifies a series of 'intervention themes' to provide consistency to evaluation at local level, sets out high-level 'theories of change' (identifying how and why activity is expected to yield benefits), and outlines some potential evaluation approaches.
- 2.4. It should be noted that **the evaluation process is not seeking to produce either a single national evaluation or a single evaluation of the total WMCA investment package**. Nor is it evaluating the overall policy of devolution, or making recommendations to Government or local partners on activities that should be supported in future. Rather, it aims to evaluate the impact of the locally appraised interventions on economic growth, using methods that are as robust as possible given the range of different project types.
- 2.5. This work is a **subset of the overarching Devo 1 Monitoring and Evaluation Plan** which is being co-ordinated by the Black Country Economic Intelligence Unit. The overarching plan includes the overall approach to evaluation in the Policy Research Plan approved by WMCA Board in June. A recent draft was submitted to government on the 22nd September. This Independent Evaluation is aligned with these principles and will form part of the overall local plan".

Identifying interventions for evaluation

- 2.6 All interventions demonstrating expenditure during the first Gateway Review period (i.e. prior to 12 months in advance of the first Gateway Review in 2020) will be considered as part of the evaluation process. However, because the West Midlands investment package is long term, not all proposed interventions will have demonstrated significant spend and output delivery by the time of the Gateway Review in 2020. Impact evaluation will therefore focus on a selection of interventions where delivery is anticipated to lead to impacts within this period.
- 2.7 Based on discussions with WMCA officers and with project managers within the local authorities and Transport for the West Midlands, SQW has identified the following projects as falling within the scope of the impact evaluation:

Proposed interventions for evaluation:

Project	Description
Coventry City Centre South	Land and property intervention to support retail development as part of a major regeneration package for Coventry City Centre
Friargate	Development of new office, residential and hotel delivery between Coventry station and the Ringway
HS2 Connectivity Package	Metro extensions to Wolverhampton and Centenary Square and Edgbaston
UK Central (Local Infrastructure)	Package of projects in Solihull outside the core UK Central area (early spend likely to focus on public realm improvements, cycle and pedestrian routes, etc.)
Land and Property Investment Fund	Fund to bring forward commercial and residential development on brownfield sites

- 2.8 Projects which are scheduled to spend further into the future and which will have only incurred minimal expenditure within the Gateway Review period will be considered as part of the progress elements of the evaluation.

Programme and timetable

The next six months

- 2.9 Subject to the agreement of the Programme Board to the inclusion of the interventions above in the evaluation process (and ongoing information on spend and delivery from WMCA officers and project promoters), the National Evaluation Panel, working with WMCA and project promoters, will prepare a '**Locality Evaluation Framework**'. Building on the National Framework described above, this will be prepared over the autumn and will set out:
- **details of the interventions that are within the scope of the evaluation.** This will include, for example, the detail and timing of expenditure and the specific use of the devolved investment fund. **As the £36.5 million annual Devolution Deal grant is a revenue stream to support capital borrowing, rather than project-specific capital grant, there are some challenges in apportioning the use of the funding to individual interventions, although this is currently being considered with WMCA officers and project managers**

- **'logic models'** covering each intervention. These will identify how outcomes should (in principle) be achieved
- for each intervention, **where the evaluation research should be focused**
- an **initial assessment of potential evaluation methods** (bearing in mind the need for a rigorous approach that helps in understanding what would have happened in the absence of intervention)

2.10 The Locality Evaluation Framework will support the development of an Evaluation Plan, setting out the agreed evaluation methods, timescales and specific monitoring requirements. This will then provide the basis for the ongoing monitoring of the individual interventions by WMCA and delivery partners.

Longer term

2.11. In June 2018, the National Evaluation Panel will prepare a 'Baseline Report' for the West Midlands evaluations. This will set out anticipated spend and outcomes and will draw on additional contextual economic analysis. As interventions are monitored, annual reports will be prepared at the end of 2018 and 2019, with the evaluation report to inform the first Gateway Review prepared by December 2020.

2.12 It is recognised that by 2020, many benefits will not yet have been realised, and many projects will still be in delivery. Where this applies, the focus is likely to be on spend and delivery against profile. The evaluation report to inform the Gateway Review will also draw on qualitative measures of impact of the investment funds (such as investor confidence and stakeholder commitment gathered via complementary qualitative research) that can be measured as delivery progresses.

2.13 Within the National Framework, formal sign-off of local outputs from the evaluation (such as the Locality Evaluation Framework, annual reports and the evaluation report to inform the Gateway Review) will be the responsibility of WMCA and its equivalents. However, all outputs will be subject to an internal quality control process within the National Evaluation Panel, and will be shared with the locality and with central Government for review.

3.0 Financial implications

3.1 None directly arising from this report.

4.0 Legal implications

4.1 None directly arising from this report.

5.0 Equalities implications

5.1 None directly arising from this report.

6.0 Other implications

6.1 The work of the National Evaluation Panel will provide evidence which will help to inform the first 'Gateway Review' due (for the West Midlands) in 2020

7.0 Schedule of background papers

7.1 Summary of National Framework – May 2017

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WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board

Date	13 October 2017
Report title	West Midlands Common Approach to Cycling: Bikeshare
Portfolio Lead	Councillor Roger Lawrence - Transport
Accountable Chief Executive	Laura Shoaf, Managing Director, Transport for West Midlands tel. (0121) 214 7444 email: laura.shoaf@tfwm.org.uk
Accountable Employee	Stuart Everton, Black Country Director of Transport tel. (01902) 554097 email: stuart.everton@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Transport Officers Group - 12 September 2017 Programme Board - 28 September 2017

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. To approve the adoption of a single bikeshare scheme across the WMCA constituent area.
2. To approve that TfWM be the lead organisation for a West Midlands Bikeshare scheme.
3. To approve any sponsorship for a bikeshare scheme is sourced by the supplier as long as the sponsor qualifies as appropriate under WMCA policy.
4. To approve a single bikeshare scheme that is zero cost to the WMCA and to approve the ability for the WMCA and the supplier to profit share, if the scheme makes a profit.
5. To approve that the West Midlands Bikeshare scheme is integrated with Swift.

6. To approve the route to procurement recommended by the WMCA Procurement Team.
7. To approve that the WMCA or associated Local Authorities are not to enter into any agreement with a dockless bikeshare supplier.

1.0 Purpose

- 1.1 To advise the WMCA board on the recommended approach to developing a single approach cycle hire across the West Midlands.

2.0 Background

- 2.1 The West Midlands Cycling Charter was adopted in September 2015 to outline key principles among partners to deliver a required step change in cycling across the West Midlands.
- 2.2 A detailed Action Plan was outlined in September 2015 and is currently being delivered with the target of increasing levels of cycling to 5% of all trips by 2023.
- 2.3 The Cycling Charter is based on the following four principles:
- Leadership and Profile
 - Cycling Network
 - Promoting and Encouraging Cycling
 - Funding
- 2.4 From the core principles of the Cycle Charter an action was to investigate a bikeshare system for the West Midlands. This is also noted as priority action from the West Midlands Physical Activity Strategic Framework, '*West Midlands on the Move*'.
- 2.5 Since 2016, Local Authority partners and TfWM have been investigating the potential for bikeshare within the region.

3.0 Impact on the Delivery of WMCA Strategic Plans

- 3.1 *Movement for Growth's (MfG) (Metropolitan and Local Tiers)* – the key MfG policy is the development of a strategic cycle network which will be progressively integrated with the local cycle. The ten year delivery plan also commits to several cycle schemes which will showcase and support a new West Midlands Strategic and Local Cycle Network Programme. This is in line with the Mayor's commitment to spend £10 per head on cycling. Moreover, a secure and safe strategic network will enable greater take-up of a bikeshare scheme as well as overall increase cycling participation levels.
- 3.2 MfG 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 11 – To significantly increase the amount of active travel in the West Midlands Metropolitan Areas.
 - Policy 12 – To significantly reduce road traffic casualty numbers and severity.

- 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.

3.3 *WMCA's Health and Transport Strategy* is a key document to demonstrate the important relationships between health, wellbeing, and wealth and highlights that the way people travel has an important part on both their physical and mental health. The establishment of a Bikeshare Scheme will then help contribute to greater levels of physical activity during travel, which in turn will help reduce obesity and associated - saving £17 billion in NHS costs over 20 years.

3.4 *West Midland's On the Move Strategic Framework* recognises the importance of walking and cycling to encouraging more people to adopt an active lifestyle, reducing the west midlands chronic levels of physical inactivity and in turn improving both physical and mental wellbeing, whether by cycling for leisure or to work. Public Health England predicts that getting 1 more person to cycle to work rather than go by car could generate between £539-£641 public health saving long term.

3.5 Besides health implications, the West Midlands area suffers from significant air quality problems. Public Health England figures showing approximately 1,500 adults deaths each year attributes to poor air quality in the West Midlands. Introducing policies like Clean Air Zones (CAZ) will improve air quality and contribute significantly to our Health and Transport policies. Encouraging active travel, in this case through bikeshare schemes will form a key element of our overall approach to improving air quality and the health of our residents, as well as reduce the number of motorised vehicles on the road.

4.0 Wider WMCA Implications

4.3 Transport for West Midlands (TfWM) and the Constituent Local Authorities will work collaboratively to strengthen cross-border relationships and align cycling and walking schemes to ensure consistency in access and quality.

4.4 Several members of the West Midlands Cycling Charter Group have remits that cover the wider WMCA 3 LEP geography.

5.0 Bikeshare

5.3 A West Midlands Bikeshare Feasibility study was commissioned in June 2017 and completed in August 2017. ITP, the appointed consultant, was tasked with creating recommendations for the operation and demand of a cycle hire system for the West Midlands. The objective was to make this zero cost to the WMCA and Local Authorities. Throughout the feasibility study, the Local Authority partners, hereon known as the Project Team were engaged. A Project Team meeting has been set up to move forward the scheme, meeting on a regular basis as needed.

5.4 An open day as part of the feasibility study was held at the WMCA on the 19th July 2017. Nine suppliers attended the open day to discuss their scheme, including docked and dockless bikeshare systems.

- 5.5 The Feasibility Study recommended that a singular West Midlands approach is taken to bikeshare as it benefits from user consistency, is tidier to implement and manage, as well as benefits from cost savings of scale. It is recognised that a significant number of journeys are cross border (54%) in the West Midlands, supporting that a singular approach will provide a consistency of standards, access and usability for West Midland's residents.
- 5.6 Secondly, the Feasibility study recommended that a high quality docked system was more suitable due to the criteria of needing to manage the city scape within urban centres and to support the objective of developing a high quality scheme. Although, the study recognised the benefits of dockless bikeshare systems, these are still in very early development stages in Europe and have implications for streetscape and cycle crime, including cluttering.
- 5.7 The Feasibility study recommended areas of potential high demand in the West Midlands. This study has included an analysis of the top 10% of areas where bikeshare should be considered and is likely to be most successful. These include Birmingham city centre, Wolverhampton city centre, in the polycentric centres of the Black Country, Coventry centre and suburbs and Solihull town centre and NEC.
- 5.8 The study recommended a low level estimate of around 3,000 and a high level estimate of around 9,000 bike share bikes for the West Midlands. It is proposed in the Sponsors Remit/Project Brief that we procure between 3000-5000 bikes based on the study and potential for the region.
- 5.9 The feasibility study highlighted that a bikeshare scheme that is zero cost to the WMCA or Local Authority is feasible. It is also highlighted that sponsorship was key to a regional bikeshare scheme as a docked bike share system would have an income generation shortfall of around 700,000 (based on 3000 bikes). Depending on the size of the bikeshare scheme (3000-9000 bikes), it was recommended an income was found through sponsorship of a value between £1-3 million per annum. Capital outlay would need to be between £1,250-2000 per smart bike unit and between £3000-4000 per electric bike unit (by unit this includes costs for the stations and bicycle).
- 5.10 The feasibility study presented a number of options for sponsorship, including procurement of the sponsor through the WMCA or a sponsor could be gained through the supplier as part of the contractual arrangements. A Sponsorship contract would be expected to run for a period of 5 years and would cover the shortfall in revenue. Any sponsor would be expected to be appropriate and in line with WMCA sponsorship policy.
- 5.11 There are two presented options from the report on the capital outlay. Capital investment could be gained through the supplier, which could be procured by the WMCA via a zero value tender or capital raised by the WMCA. There may also be potential for revenue sharing if the scheme becomes profitable. A zero value tender route is recommended as the initial approach to tender and is currently being scoped and designed by the consultants appointed to undertake the feasibility study. .
- 5.12 A number of dockless bikeshare suppliers have approached Local Authorities during the last year. As this is not the approach to bikeshare TfWM is proposing to take forwards, it is recommended that across the 7 constituent Local Authorities no agreement or MOU is entered with any dockless bikeshare supplier. There will be a need to convey and share this information across all the WMCA and Local Authorities.

6.0 Financial Implications

6.1 In section 5.1, the stated objective is to make this zero cost to the WMCA and Local Authorities. In reality there will be some costs involved in integrating the Bikeshare scheme with SWIFT, together with low level administrative and marketing costs liaising with the Supplier, and initial promotion of the scheme across the West Midlands. In addition, there are likely to be costs associated with land permissions and liaison with Local Authority Planning Departments and other land owners such as Network Rail, where landlord consents may be required.

Costs of routine management tasks in reviewing progress against the scheme will also need to be considered

Consideration of the options around Sponsorship will need to be explored to understand the opportunity for any potential profit share with the Supplier, whilst conversely limit any exposure to loss.

7.0 Legal implications

7.1 Commercial: all appropriate procurements will need to be put in place, competition law issues being resolved and appropriate contract terms and conditions being entered into in respect of the proposed project.

7.2 Depending upon where any assets are located, third party and/or highway consents and licences may be required.

8.0 Equalities implications

8.1 The Cycling Charter Action Plan does not result in any negative disproportionate impact for any of the protected characteristics. It is envisaged that the programme will have a positive impact on all protected characteristics. Equality monitoring of participation on all related events and training shows that the participants are representative of the West Midlands Metropolitan area population – in terms of gender, age, disability and ethnicity.

8.2 People with special needs or physical disabilities are referred to programmes in the region that use adapted bicycles. Wheels for All is an initiative organised by Cycling UK in various locations across the UK including the West Midlands (Coventry, Birmingham and Solihull).

9.0 Other implications

9.1 Increasing cycling and walking helps improve public health, air quality, reduce carbon emissions and reduces overall noise pollution.

10.0 Schedule of background papers

- 10.1 West Midlands Cycling Charter
- 10.2 Problem and Opportunity Statement for Cycle Hire
- 10.3 May's STOG report –Common Approach to Cycling
- 10.4 Final Version of Bikeshare Feasibility Study

Glossary

Word / Acronym	Explanation
BCC	Birmingham City Council
BCR	Birmingham Cycle Revolution
DfT	Department for Transport
LA	Local Authority (constituent)
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LSTF	Local Sustainable Transport Fund
20MPH	20 Miles Per Hour – speed limit for safer roads especially around schools, residential areas etc.
MfG	Movement for Growth
MST	Managing Short Trips – programme of cycle infrastructure improvements in the Black Country
NWCP	Network Wide Cycling Plan
NWM	Network West Midlands
STDEP	Sustainable Transport Delivery Excellence Programme
STOG	Strategic Transport Officers Group
TfWM	Transport for West Midlands
WMCA	West Midlands Combined Authority

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WMCA Board Meeting

Date	Friday 13 October 2017
Report title	'West Midlands on the Move' Strategic Framework
Portfolio Lead	Councillor Bob Sleigh - Deputy Mayor & Wellbeing Portfolio
Accountable Chief Executive	Sarah Norman - Dudley Metropolitan Borough Council email: sarah.norman@dudley.gov.uk tel: (01384) 815201
Accountable Employee	Simon Hall - Physical Activity Strategy Lead, WMCA email simon.hall@wmca.org.uk tel: (0121) 214 7093
Report has been considered by	WMCA Programme Board - 29 September 2017 WMCA Wellbeing Board - 6 October 2017

Recommendation(s) for action:

The Combined Authority Board is recommended to:

1. Approve the 'West Midlands on the Move Strategic Framework 2017-30'.
2. Approve the appointment of a Political Physical Activity Champion.
3. Note the 2017-19 Delivery Plan and progress made in agreeing the contributions from Constituent Authorities, WMCA and stakeholders.
4. Approve the proposals for the Strategic Framework's launch on 16 November 2017 in Coventry.

1.0 Purpose

1.1 This report seeks approval for the “West Midlands on the Move” Physical Activity Strategic Framework 2017-30” (Appendix 1), positioning active communities as the dynamo to building a “healthier, happier, better connected and more prosperous West Midlands”. This report summarises the work undertaken to ensure a consultative “bottom up” approach to determining Strategic Framework’s ambitions aligned to the Strategic Economic Plan (SEP) and Thrive West Midlands Action Plan (TWM). It also outlines the 2017-19 Delivery Plan priorities and progress in understanding Constituent Authorities and Stakeholders commitment.

2.0 Background

2.1 The Framework has been developed following extensive consultation with over 35 stakeholders and with WMCA theme leads ensuring connectivity, relevance and consistency. Stakeholder engagement has also considered how the Strategy brings added value to both WMCA and local priorities.

2.2 One in six deaths worldwide result from being physically inactive. The 3 LEP WMCA geography continues to have the highest levels of physical inactivity in England, with approximately a third of adults inactive. Getting to England average would lead to an approximate £147m boost to the West Midlands economy as well as bringing considerable public sector savings. There are also significant inequalities in those who are taking part in physical activity across the WMCA’s demographics.

2.3 We recognise that the West Midlands has a proud tradition in developing world leading sports people and clubs, however, consultation and evidence suggests that reducing levels of physical inactivity and getting more people active, is where we can have the greatest impact in delivering the WMCA’s priorities for economic growth and public sector.

2.4 The Strategic Framework adopts a place based system change approach to get more people active and impacting on wellbeing and economic growth.

2.5 The WMCA’s Programme and Wellbeing Boards have considered and approved the Strategic Framework and draft 2017-19 Delivery Plan (Appendix 2).

3.0 Wider WMCA Implications

3.1 The Strategic Framework covers the 3 LEP geographies of the WMCA. It focuses on those WMCA Strategic Economic Plan themes where there is a strong inter-dependence with physical activity. These are: transport; productivity, employment and skills; creative and digital; housing and land and wellbeing, plus an additional theme on community resilience. Getting more people active contributes to the achievement of the WMCA economic growth ambitions.

3.2 This is reflected in the Framework’s Performance Management Framework (page 47), which sets out the impact of that getting more people physical active can have on 9 SEP measures evidencing the direct contribution of improving physical activity to economic growth and wellbeing.

4.0 Progress

- 4.1 In May 2017, the Wellbeing Board and in September 2017 the Programme Board approved the Strategic Framework developed by the 7 Constituent Authorities, 3 County Sport Partnerships and Public Health England.
- 4.2 In July 2017, the Wellbeing Board considered the appointment of a Political Physical Activity Champion to provide the political support for the Strategic Framework's implementation.
- 4.3 The WMCA has also been consulting with Authorities to determine commitments based on an "offer to and asks of" the WMCA. This is near completion. This has helped shape and finalise the added value that the Strategic Framework and the 2017-19 Delivery Plan can bring to local planning and delivery. This has also helped determine potential resources needed for delivery and the boundaries for future partnerships such as with Sport England.

Added Value

- 4.4 The WMCA recognises that there is no single solution to getting more people active and that there is considerable good practice in both the strategic planning and delivery of physical activity, some of which are featured in this Strategic Framework.
- 4.5 Although the trend is positive, the West Midlands continues to have the highest levels of physical inactivity. The scale of our challenge means that improving our collaborative working, exploring new approaches and partnerships, scaling up good practice and contributing to economic growth, begins to unlock the added value that this Framework can bring.
- 4.6 This impact is reflected on the Strategic Framework's themes and actions; focusing on those which will contribute to economic growth; improving wellbeing and strengthening resilience in our communities. These are areas that our key to Strategic Economic Plan, positioning active communities as the dynamo of healthy, happy, better connected and economically prosperous West Midlands.

Political Physical Activity Champion

- 4.7 At its last meeting, the WMCA's Wellbeing Board approved the recommendation to appoint a Political Physical Activity Champion to provide leadership, advocacy and challenge for the Framework's and Delivery Plan's implementation. They will also and provide an interface with the WMCA Board. Coventry CC's Cabinet Member for Health and Sport has expressed his interest in this role.

Resources and Delivery priorities

- 4.8 There are no dedicated resources for the Strategic Framework and Delivery Plan's implementation. The 2017-19 Delivery Plan sets out proposals for Local Authorities and Stakeholders working collaboratively on actions and identifying resources. This includes detailed discussions on Transport, Health and potentially Education devolution deals or additional resourcing. Discussions have also started with funding agencies, such as Sport England to explore the potential for additional funding for targeted work; which is over and above funding to Local Authorities and County Sport Partnerships for example.

4.9 In implementing the 2017-18 Delivery Plan, the identified priorities are:

- Contributing to the transport devolution proposals to encourage more people to walk and cycle in the WMCA area.
- Contributing to the health devolution proposals getting more people physically active to reduce the risk of Cardio-Vascular disease and diabetes.
- Joint work with the Thrive West Midlands Director, to develop and implement a cross WMCA physical offer and plan to meet the Workplace Charter, Commitment and fiscal incentive priorities.
- Develop principles for “Healthy Active Streets” in conjunction with Local Authorities and develop new thinking as to how this could be adopted and delivered.
- Develop a WMCA approach to using the Open Data network so that people can find out about local activities and book facilities.
- Trial projects to strengthen young people’s resilience using physical activity, physical education and sport and understand impact on education and wellbeing.
- Supporting Birmingham’s Commonwealth Games Legacy plans.

Launch

4.10 Subject to WMCA Board approval, the intention is to launch the Strategic Framework on 16 November in Coventry for stakeholders.

5.0 Financial implications

5.1 The WMCA is funding the Physical Activity Strategic Lead 12-month secondment contract until 30 June 2018.

5.2 There is no specific funding allocated to initial delivery, and a key part of the Strategic Leads role is to work with stakeholders to develop proposals to resource the implementation of the Strategy. Current areas being considered include potential transport and health devolution deals and discussions with funding agencies such as Sport England. Business cases and funding plans will be considered by the Wellbeing Board.

6.0 Legal implications

6.1 There are no immediate legal implications flowing from this report.

7.0 Equalities implications

7.1. The Strategic Framework focuses on reducing levels of inactivity and the inequalities that exist by women; disabled people; black, minority and ethnic communities; lower socio-economic groups and by age, especially adults 45 years plus.

7.2 Alongside work undertaken to gain Local Authority and Stakeholder commitment to the Strategic Framework and Delivery Plan, the WMCA is analysing the Equality implications. This will be monitored at a quarterly basis.

- 7.3 There is evidence nationally of significant inequalities in various aspects of health which have (in the past) been relatively unaffected by interventions. Adult levels of physical activity show significant variations – there are inequalities in relation to age, religion, gender and disability. Moreover, black and minority ethnic communities are more likely to be physically inactive (big variance amongst different groups). Those living in the most deprived areas are also more likely to be physically inactive.
- 7.4 The strategic framework recognises the existence of inequalities in levels of physical activity across protected characteristics, lower socio-economic groups and specific localities and commits to working with communities to address such inequalities.
- 7.5 Future individual streams of work will need to conduct an equality impact assessment to identify determinants of physical inactivity amongst different protected characteristics and to identify measures to address such inequalities, hence reducing the equality gap in relation to physical activity in the West Midlands

8.0 Other implications

- 7.1 There are no further implications.

8.0 Schedule of background papers

- 8.1 The key background papers include:

- Wellbeing Board Report May 2017.
- Programme Board Report September 2017.
- WMCA Strategic Economic Plan.
- Movement for Growth
- Thrive West Midlands Action Plan.
- Government - Sporting Futures. A New Strategy for an Active Nation 2015
- Sport England - Towards an Active Nation 2016.

9.0 Appendices

- Appendix 1 - West Midlands on the Move Strategic Framework 2017-30
- Appendix 2 - Delivery Plan 2017-19.

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WEST MIDLANDS ON THE MOVE

PHYSICAL ACTIVITY
STRATEGIC FRAMEWORK

2017-30



FOREWORD



“ We continue to have the highest levels of adult physical inactivity in England and need to inspire more and younger people to get and keep active.

The Mayor’s role offers a once in a generation opportunity to truly realise our potential by addressing the issues that matter locally: jobs, housing, transport and skills. We are encouraging every sector to play a significant part.

This is why I am backing the vision and ambitions set out in “West Midlands On The Move.”

My Renewal Plan set out the commitment to supporting all our great teams, whilst looking to see where we can bring in more high profile sporting events to promote the region. The West Midlands Combined Authority’s energy needs to focus on addressing the chronic levels of physical inactivity and inequalities. This is where we can make the biggest gains – creating a happier, healthier, better connected and more prosperous West Midlands.

There is a lot to do - we continue to have the highest levels of adult physical inactivity in England and need to inspire more and younger people to get and keep active. We also need to harness the tremendous potential sport and physical activity have by bringing people together,

developing many of those transferable skills that many of businesses require;

Improving physical and mental wellbeing;

Engaging those furthest from the job market;

Making the West Midlands an attractive place for companies to base themselves;

And contributing to getting our transport system moving again.

The Strategic Framework sets out how this will be achieved.

We have a stark choice: whether to continue to count the health and economic costs of rising levels of physical inactivity or harness the potential to work together to get more people active.

We will make the right choice to grow our economy by getting more people to be active.

Andy Street
Mayor of the West Midlands

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PREFACE



“ I welcome the emphasis between focus getting more people active and achieving our ambitions for the economy and the people of the West Midlands.

I am delighted to introduce the West Midlands on the Move Strategic Framework, focusing on the impact that increasing the number of people who are physically active has on our economic and wellbeing priorities, as well as addressing inequalities. I welcome the emphasis between focus getting more people active and achieving our ambitions for the economy and the people of the West Midlands.

It is clear that although for many people being physically active and taking part in sport is part of their everyday life, we continue to have the lowest number of adults active in England. I recognise that there is a lot of good practice, some of which are featured in this Strategic Framework, but the scale of our challenge means that improving our collaborative working, scaling up good practice and understanding the impact getting more people physically active has on the WMCA priorities evidences the added value that the WMCA can bring.

This impact is reflected on the Strategic Framework’s themes and actions; focusing on those which will contribute to economic growth; improving wellbeing and strengthening resilience in our communities. These are areas that our key to Strategic Economic Plan, positioning active communities as the dynamo of healthy, happy, better connected and economically prosperous West Midlands.

This Strategic Framework has been developed following extensive consultation to consider where adopting a West Midlands Combined Authority (WMCA) approach can bring added value to local planning and delivery. We intend this collaborative approach will be maintained as we take forward its findings.

I look forward to working with you on the Strategic Framework’s delivery.

Cllr Bob Sleigh

Deputy Mayor Wellbeing Board
Chair West Midlands Combined
Authority

EXECUTIVE SUMMARY

AN ACTIVE COMMUNITY IS THE DYNAMO OF A HAPPIER, HEALTHY, BETTER CONNECTED AND MORE PROSPEROUS WEST MIDLANDS.

The West Midlands Combined Authority's Strategic Economic Plan¹ (SEP) sets out the objectives and actions to improve the quality of life for everyone who lives and works in the region. Economic growth across the West Midlands delivers a better, more successful and more vibrant UK economy, playing a key role in maintaining and improving the UK's global competitiveness.

Our economically prosperous cities and regions are also our most active². Evidence suggests that physical inactivity leads to poorer health, less productivity, more isolated communities and reductions in educational attainment. Around a third of adults³ in the West Midlands Combined Authority (WMCA) area are currently inactive, doing less than 30 minutes per week of activity, costing the region about £147m a year⁴. Actions to increase levels of physical activity contribute to our Public Sector Reform priorities.

Developed by local authorities, Public Health England, Sport England and the County Sports Partnerships in consultation with the WMCA theme leads and networks, constituent and non-constituent members, West Midlands On The Move provides a strategic framework for planning and delivery, where physical activity can provide significant added value to the WMCA priority themes such as:

Transport – building the opportunities for physical activity with active travel and the sustainable transport agenda.

Productivity and Skills – strengthening the role physical activity plays in plugging the region's skills gaps and shortages, as well as generating a new workforce.

Digital – strengthening the important impact digital and creative economies will play in a prosperous West Midlands economy.

It also highlights an ambition to work collectively at a WMCA level to get more people moving including:

Delivering targeted Thrive West Midlands priorities

by harnessing the value of physical activity in improving **wellbeing**.

Evidencing impact to the Productivity and Skills Commission.

Building and strengthening community cohesion and resilience.

Developing a long term WMCA community physical activity impact on Birmingham's 2022 Commonwealth Games' bid.

We will demonstrate this added value and develop the capacity and resources required to achieve the greatest impact on a prosperous West Midlands by getting more people active. We call for leadership and co-ownership to achieve our strategic framework's ambitions.

A third of adults



in WMCA are inactive, doing less than

30min 
per week of activity

£ 147m

The Government recommends

150min 
per week of moderate intense physical activity for a health-related benefit

¹WMCA (2016) Strategic Economic Plan. Birmingham. WMCA

²Sustrans/Nike (2015). Design to Move, Active Cities. A Guide for City Leaders. London Nike

³Sport England (2017) Active Lives Survey (excluding gardening). <https://www.sportengland.org/research>

⁴Black Country Consortium Limited (2017). Economic Metrics Estimates April 2017

WHY DO WE NEED A WMCA PHYSICAL ACTIVITY STRATEGIC FRAMEWORK?

THE WEST MIDLANDS STRATEGIC ECONOMIC PLAN

The West Midlands Strategic Economic Plan (SEP) sets out the vision for the West Midlands Combined Authority. It sees the West Midlands as a place that meets people’s needs and aspirations throughout their lives and where everyone’s life chances, health and wellbeing are improved.

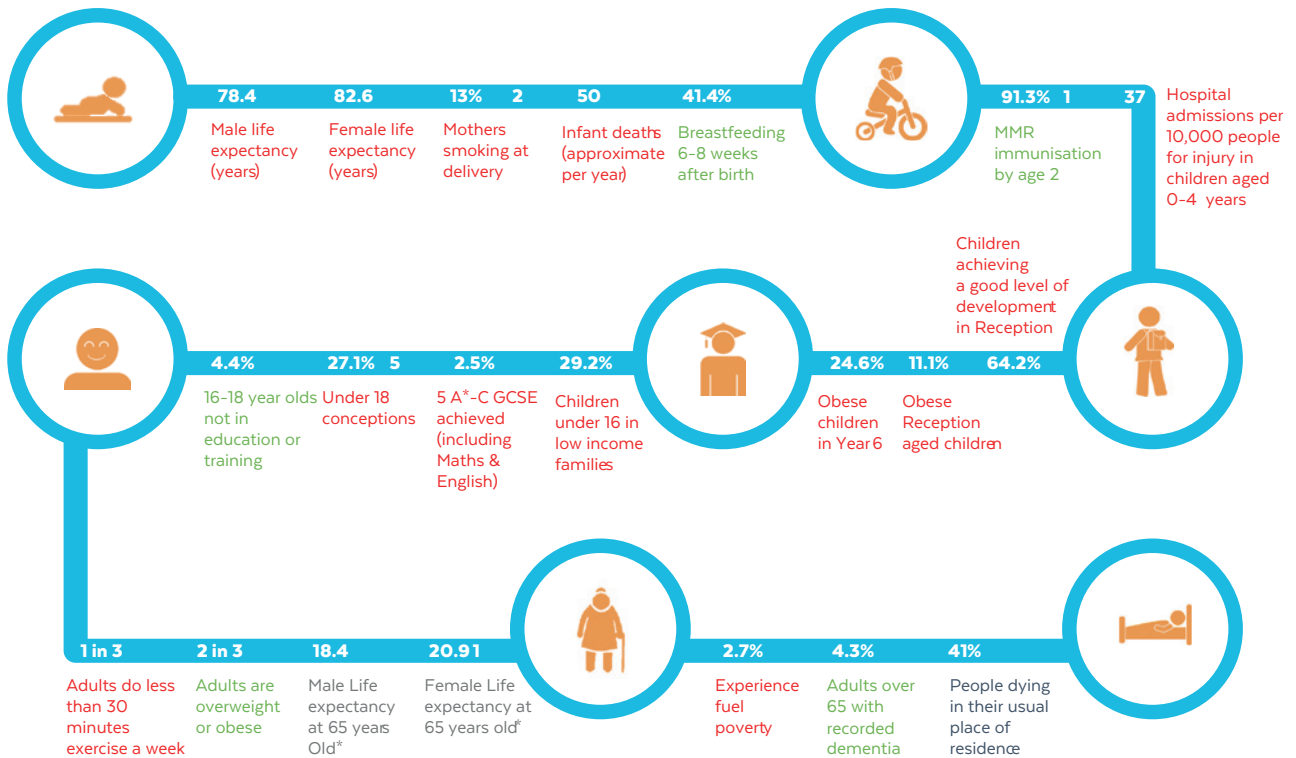
The SEP’s ambition is based on the recognition that, through devolution, the West Midlands’ assets can be enhanced to benefit not only local residents and businesses, but the entire nation. Economic growth across the West Midlands delivers a better, more successful and more vibrant UK economy, playing a key role in maintaining and improving the UK’s global competitiveness.

Our ambition is to reduce the gap in life expectancy between the richest and poorest, increase productivity, reduce demand on public services and

enable economic growth and innovation. Above all, the SEP will have made the West Midlands a place where its people can lead healthier and happier lives. In 2030, its economic growth will have delivered better life chances, raised aspirations and improved the quality of life for all its residents. It will have created an economy and a community that’s dynamic, resilient and flexible, with the ability to meet new challenges and adapt to changing environments and different futures.

We aim to increase the opportunities that will create an active society in a way that has not been achieved before. More people moving and physically active is as much about contributing to the population’s wellbeing as it is to contributing to the economic and social development of the WMCA’s 3 Local Enterprise Partnership geography. Physical activity also makes a significant contribution to our Public Sector Reform agenda and our ambitions to transform people’s lives. There is strong evidence that a more active and healthier population will reduce the demand for services over time.

LIFE COURSE SUMMARY



*Data for West Midlands region

Compared with England: ■ Better ■ Similar ■ Worse ■ Lower ■ Not Compared

⁵ Sport England (2017). Active Lives Survey. <https://www.sportengland.org/research> (ex. Gardening but including dance, walking cycling etc. Sport England are piloting a children and young people measure in 2017/18)

⁶ Black Country Consortium Limited (2017). Economic Metrics Estimate 13 April 2017

⁷ Booth, F. W., Roberts, C. K. and Laye, M. J. 2012. Lack of Exercise Is a Major Cause of Chronic Diseases. *Comprehensive Physiology*. 2:1143-1211

⁸ NHS Scotland. (2003). Physical Activity Task Force. Available: <http://www.healthyworkinglives.com/advice/workplace-health-promotion/physical-activity>. Last accessed August 2017

⁹ SANDFORD, R.A., DUNCOMBE, R. and ARMOUR, K.A., 2008. The role of physical activity/sport in tackling youth disa_ection and anti-social behaviour. *Educational Review*, 60 (4), pp. 419 - 435.

¹⁰ World Health Organisation (2017). Governance: Development of a draft global action plan to promote physical activity. Geneva: World Health Organisation. 8-9.

This Strategic Framework has been developed following extensive consultation with constituent and non-constituent local authorities and stakeholders and has been designed to:

Assist in local planning and delivery of physical activity and corporate priorities

Identify those areas for which there is an added value of adopting a cross-local authority and WMCA approach to getting more people active

Inform and influence WMCA priorities where getting more people move and active makes a significant contribution to achieving SEP and Thrive West Midlands goals.

The WMCA recognises that the West Midlands in the birthplace for many world leading athletes, sports people and clubs, but how we foster and develop talent is not where our initial attention lies. It also recognises the importance of getting more people regularly active, but focuses on the actions needed to reduce levels of inactivity and inequality. The size of the challenge is significant given we have the highest levels of adult inactivity in England. In addressing the levels of physical inactivity, this strategic framework also recognises the need to address the inequalities that exist in levels of physical activity across gender, disability, black and minority ethnic communities, lower socio-economic groups and specific localities. Our priorities and actions recognise the need to work with communities and target addressing these imbalances.

Our initial target is to get to England average and our ambition is to be the most active region. This will significantly contribute to improving the life chances of the population and therefore, this is where the greatest gains will be made for the WMCA.

It acknowledges that there is no single solution to getting people more active and requires a combination of actions to influence behaviour change. It adopts a system change approach to encourage behaviour changes and argues that there is a strong inter-dependence of policy, planning, infrastructures and skills as well as wellbeing in getting people to be active. Physical activity has been built out of our society with less active jobs and a reliance on the car. This is why we have positioned how increasing levels of physical activity contributes to specific Strategic Economic Plan themes for

Transport and HS2 growth, Housing and Land, Productivity and Skills and Creative and Digital and with identified Thrive West Midlands Action Plan priorities. It also consider physical wellbeing as well as community cohesion as a cross cutting theme. There are a considerable number of actions which will be championed by the WMCA with its constituent and non-constituent authorities and stakeholders as well as WMCA leads for Productivity and Skills for example and the Transport for West Midlands team.

Unless stated, we have not set outputs or target markets and geographies, this will be determined as part of the initial 2017-2019 Delivery Plan.

This is an exciting opportunity to form new collaborations and explore new ways of working to achieve our vision of a healthier, happier, better connected and prosperous West Midlands. The Government recommends

WHAT IS PUBLIC SERVICE REFORM (PSR) AND WHAT DOES IT MEAN FOR COMMUNITIES?

Our challenge is to create jobs, enhance skills, develop prosperity and drive economic growth.

The WMCA's strategy, the Strategic Economic Plan (SEP), has a significant focus on Public Sector Reform and its vision of transformation of the lives of people in the West Midlands.

An important aspiration of the PSR programme is to eliminate the gap between the cost of local public services and the tax generated by the local economy which will be achieved through the PSR ambitions. This gap currently stands at over £4 billion per year.

Transformation is not just about reducing the net deficit between the level of public expenditure and the income raised through taxes and revenues, but about improving the quality of life of everyone in the area.

The WMCA plans to reform services so that they improve the quality of life of people, improving life chances, health and wellbeing, preventing demand, reducing dependency, growing the capability and untapped assets in communities and supporting the ageing population.

BUILDING ON STRENGTHS AND TACKLING CHALLENGES

The Case

Across the WMCA three Local Enterprise Partnership (LEP) areas, a third of adults aged 16 and over are currently inactive⁵; around 90,000 adults below the England average. Inactivity is holding back economic growth and better life chances, raised aspirations and the quality of life that the WMCA aspires to. If we were to get to the England average, it could lead to an anticipated £147m boost to the West Midlands' economy⁶. We aim for year on year increases to meet and surpass the England average 25.6% of adults doing less than 30mins per week.

Inactivity leads to:

Poorer health with an increased risk of diabetes, cancer, heart disease and dementia⁷.

Less productivity at work associated with 27% reduced output in the least active compared to the most active workforce⁸.

More isolated society with fewer people walking, cycling and playing outdoors and fewer participating at sports events.

Reduced educational attainment and resilience as an active child has greater concentration and better behaviour, than one who is not active⁹.



A third of adults aged 16 and over are currently inactive

90,000

adults below the England average

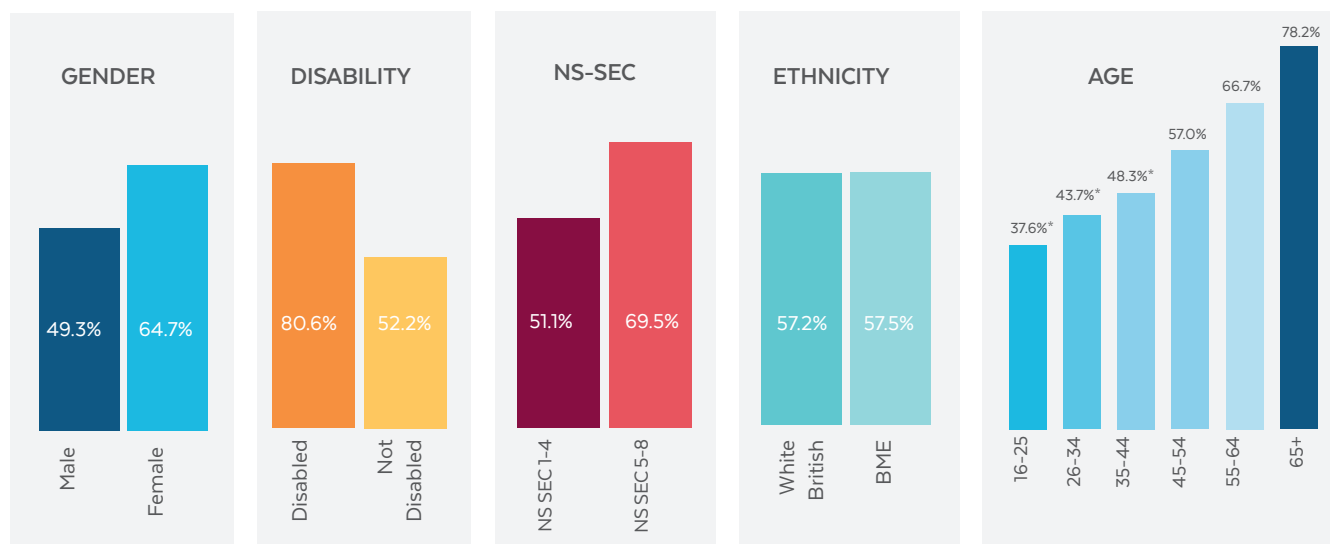
£ £ 147m

anticipated boost to the West Midlands economy

THE PERCENTAGE OF ADULTS NOT PARTICIPATING IN SPORT AND PHYSICAL ACTIVITY BY DEMOGRAPHIC IN THE WEST MIDLANDS

Not only do we continue to have high levels of inactivity, we also need to work towards reducing the inequalities that exist across the people of the West Midlands across gender, socio-economic group, disability, age and Black and Minority Ethnic Community. We need a concerted effort to ensure that everyone has the opportunity to get physical active, strengthening our inclusive communities and providing people with improved life chances.

The percentage of adults who are physically inactive/not taking part in physical activity.

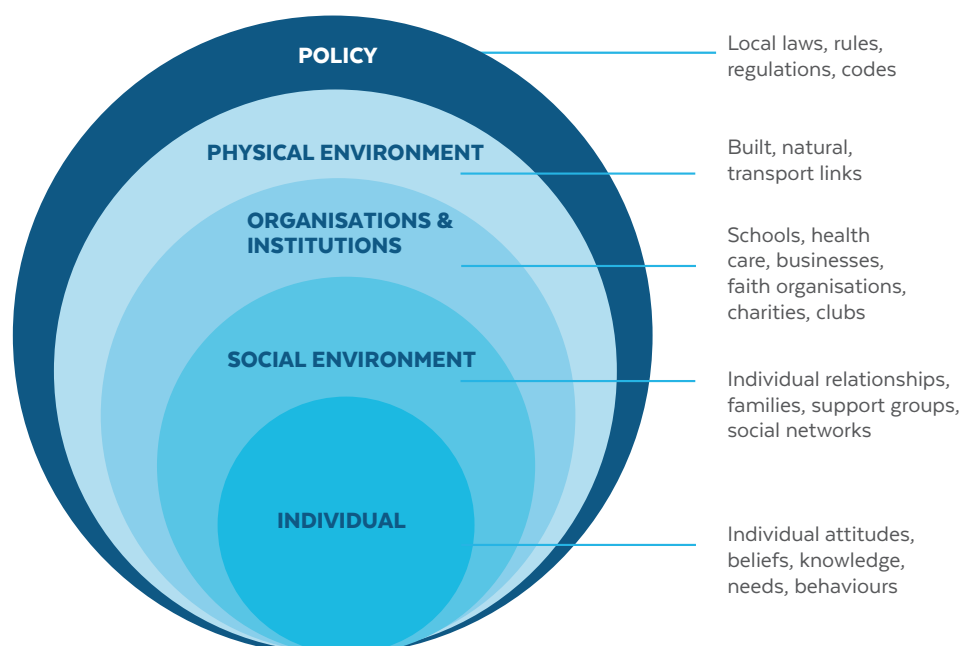


Graph 1: the number of people in the WMCA 3 LEP geography by gender, age, disability, ethnicity and socio-economic grouping. Black Country Consortium 2017.

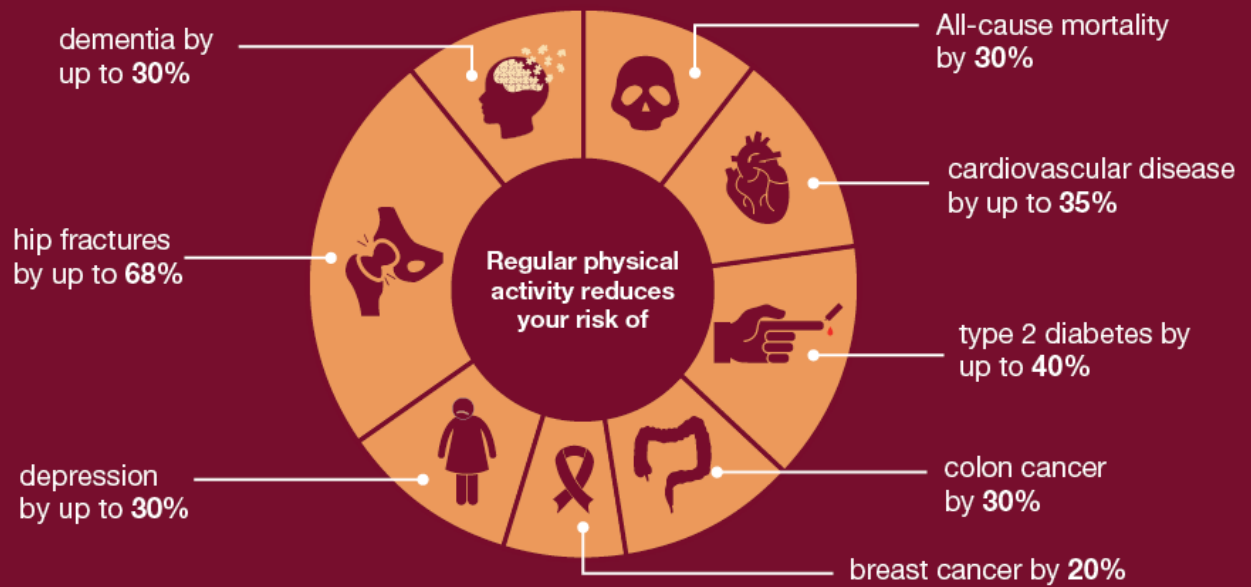
Sports England, Active People Survey 10, December 2016* denotes Incomplete Data

The scale of behaviour change needed to encourage more people to adopt an active lifestyle requires a place and people based system change.

We need to understand the barriers and opportunities to motivating more people to be active - from the aspect of policy, physical environment, organisations and institutions, the social environment and understanding individuals' behaviours, capabilities and needs.



WHAT ARE THE HEALTH BENEFITS OF PHYSICAL ACTIVITY?



Additional benefits of more cycling and walking:

Less car travel, pollution & congestion

Safer and more welcoming streets

Increased social interaction

Supports local business



Our ambition is to work across the WMCA, strengthening joint working, building the evidence base, informing and influencing the direct impact that getting more people active has in delivering the WMCA's SEP and Public Sector Reform agenda.



WEST MIDLANDS ON THE MOVE VISION

Active Communities - the dynamo to building “a healthier, happier, better connected and more prosperous West Midlands”

MISSION

Delivered through a commitment to “a human right to move”

Main Measures:

O1 Increase in GVA in the physical activity sector.

P17: Reduction in levels of physical inactivity and increase the number of people who are physically active, reducing inequalities.

STRATEGIC AMBITIONS

We aim to ignite a social movement throughout the West Midlands that makes physical activity and active citizenship the norm. We want “active citizens” and we are committed to:

Making it feel easier and more desirable to get around the West Midlands.

Making it feel easier and more enjoyable to be outdoors in our green and blue spaces, as well as other urban environments.

Improving how it feels to live in our streets and our communities.

Improving people’s life chances, wellbeing, employability and access to work.



HOW WILL WE DELIVER OUR AMBITIONS AND MAKE OUR MARK?



This strategic framework has used strategic ambitions to prioritise six key themes which we will champion focusing on the connectivity between physical activity, wellbeing and economic prosperity. This includes how increases in the number of people being physically active will contribute to achieving four of WMCA's 'Strategic Economic Plan' priority themes.

Through consultation we have also identified a common cross cutting theme, community cohesion, for which increasing the number of people who are physically active will directly impact.

STRATEGIC AMBITIONS AND THEMES

We will make it easier and more desirable to get around the West Midlands by focusing on:

Theme 1 – Transport and HS2 Growth

We will make it feel easier and more enjoyable to be outdoors in our green and blue spaces, as well as other urban environments.

Theme 2 – Exploiting the Economic Geography

We will improve how it feels to live in our streets and our communities.

Theme 3 – Community Cohesion

Theme 4 – Creative and Digital

We will improve people's life chances, wellbeing, employability and access to work.

Theme 5 – Skills for Growth and Employment for All

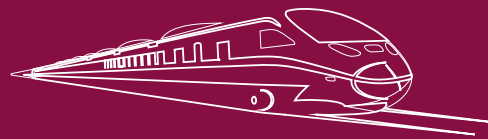
Theme 6 – Wellbeing

For each theme, there are a number of identified actions which have been identified through consultation. These will be championed by the WMCA and subject to approval from constituent and non-constituent members. Without this approval, there are no specific timescales set. This Strategic Framework has three functions:

1. To support local planning and delivery
2. To focus on those WMCA themes where physical activity can have the greatest impact.
3. For the WMCA to lead specific physical activity priorities.

The two-year Delivery Plan and Resourcing Framework is available on request.

THEME 1:
**Transport and HS2
Growth**



MAKING IT EASIER AND MORE DESIRABLE TO GET AROUND THE WEST MIDLANDS

CONTEXT AND WEST MIDLANDS ISSUES

Currently, 41% of all journeys in the UK are less than two miles, of which 36% are by car, and 68% are less than five miles, of which 53% are by car¹². There is therefore great scope for a substantially increased role for walking and cycling. It is crucial that both are made more attractive options for journeys of less than one or two miles.

Movement for Growth (MfG): 2026 Delivery Plan for Transport Consultation Draft (2017)¹³ sets out the vision and commitment to building a high quality, sustainable, infrastructure system: a network built on the principles of high quality, accessibility, safety and coherence. It recognises that the way that people travel is an important part of physical and mental health with wellbeing as well as improving air quality and network resilience. We recognise that there are a number of barriers which need to be addressed such as concerns over safety on roads and the potential of injury, the lack of accessible cycling infrastructure like cycle stands, lockers and showers; not just at Metro, train and bus stations, but in the high street, business sites and new housing developments. Several Local and LEP-wide strategies have been developed to complement the priorities in the MfG including increasing active travel. The integration of physical activity within key implementation plans such as the West Midlands Cycling Charter¹⁴ is critical.

More people being active will not only impact on MfG priorities such as clean air and congestion, but influence improved health and quality of life measures for people. Physical activity can act as a 'push factor' to add value to transport schemes by encouraging behaviour change to get more people moving - not only for active travel but also for leisure. It supports the Movement for Growth proposals to deliver a strategic cycle network enhancing local conditions for active travel.

Our strategic framework also supports a shift away from the private car towards methods of transport (modes) that involve physical activity and active travel. It seeks to integrate initiatives, to promote active travel to those who are most sedentary and often the most deprived, and workplaces that have the highest levels of car usage for home-to-work journeys. This strategic framework adds value in that

it seeks to address some of the barriers that currently exist to encourage active travel and sustainable transport usage.

Although investment continues into cycle routes, very few off-road cycle routes across the region are lit-up after dark, which may contribute towards the perceived dangers of cycling at night, as well as the seasonal variations in cycling when taking into account both active travel and leisure trips. There is also a growing recognition of the importance of smart data being used to drive informed decisions about future investment in active travel infrastructure / cycle routes, which we need to harness.

DESIRED OUTCOME

More people walking and cycling, with the resulting benefits of:

Less car travel, leading to lower levels of air pollution, carbon dioxide emissions and congestion

Reduced road danger and noise

More people taking to the streets, making public spaces seem more welcoming and providing more opportunities for social interaction

Opportunities for everyone, including people with impairment, to participate in and enjoy the outdoor environment¹⁵.

41%

of all journeys in the UK are less than **2** miles

of which **36%** are by 

68%

are less than **5** miles

of which **53%** are by 

Encouraging just one more person to cycle to work rather than go by car could generate between **£539** and **£641** in savings.

¹² Sport England. (2017). County Sports Partnerships. Available: <https://www.sportengland.org/county-sports-partnerships/>. Last accessed 21 August 2017.

¹³ Transport for West Midlands. (2017). Movement for Growth. Available: <https://www.tfwm.org.uk/media/2430/2026-delivery-plan-for-transport.pdf>. Last accessed 21 August 2017

¹⁴ Transport for West Midlands. (2017). West Midlands Cycle Charter. Available: <https://www.tfwm.org.uk/media/1067/cycle-charter.pdf>. Last accessed 21 August 2017.

¹⁵ National Institute for Clinical Excellence. (2008). Physical Activity and the Environment. Available: <https://www.nice.org.uk/Guidance/PH8>. Last accessed 21 August 2017

ACTIONS:

Through the delivery of these actions, the WMCA will support “Movement for Growth” by:

- 1.1. Aiming to create an extensive, safe and coherent network of well-designed off and on-road active travel links connecting key destinations irrespective of administration boundaries. We will work with transport planners to remove as many barriers as possible to active travel.
- 1.2. Delivering a West Midlands-wide cycle share scheme encouraging greatest use of our physical infrastructure by bike.

- 1.3. Developing a West Midlands Combined Authority approach to promoting the benefits that this enhanced network provides to encourage people to be physically active. We will work with a wide range of public and private sector partners to break down the barriers to walking, cycling and running. This could include a “Free Bike Scheme on Prescription” combined with cycle training for those who are cycling for the first time, or coming back to cycling.

- 1.4. Developing a joint approach towards road safety, which will aim to improve the physical activity gains that can be made through traffic speed and casualty reduction in residential areas.



**GOOD
PRACTICE
EXAMPLE**

BIG BIRMINGHAM BIKES

ORGANISATION: Birmingham CC

PURPOSE

Part of the Birmingham cycle revolution, a 20 year initiative to encourage more people to cycle in and around the city; the programme offers a range of free, exciting cycling opportunities including adult cycle training, led rides and cycle maintenance courses.

OBJECTIVES

- To make Birmingham healthier, greener, safer and less congested.
- To provide around 1,500 bikes to individuals and groups a year to encourage more people to cycle for the next 4 years.
- To offer free adult cycle training, free led rides and free cycle maintenance courses.

ACHIEVEMENTS

- 3,400 bikes have been given out to individuals so far and 600 distributed to the community.

WEBSITE

www.birmingham.gov.uk/BBB

CONTACT

bigbirminghambikes@birmingham.gov.uk.
0121 464 1020

3,400

bikes given out



WALSALL A STARS

ORGANISATION: Walsall MBC

PURPOSE

In promoting safe and healthy travel to school the A*STARS programme seeks to support schools to embed the principles of sustainable travel, road safety education and physical activity into the culture and mindset of everyone through encouraging healthy lifestyles

OBJECTIVES

- To increase the number of pupils using all forms of safer, sustainable travel on the journey to and from schools and provide evidence of modal shift
- To increase knowledge and understanding of healthy lifestyles, road safety and sustainable travel by providing education, training and encouragement
- To provide a safer, cleaner environment in the vicinity of schools to benefit everyone and enable schools to take ownership of the programme and promote its key messages to parents and the wider community.

ACHIEVEMENTS

- Health and Sustainable travel: 2.1% increase in sustainable travel, 0.8% increase in walking and cycling and 43% of schools taken up new "5 minute walk zone" initiatives.
- Environment: 1% reduction in car use as the main mode of travel. 60% of A Stars schools in 20mph limits.

WEBSITE

astarswalsall.co.uk

CONTACT

A Stars Team at Walsall MBC. 01922 654680



65%
of schools
participating

900
children have been trained
to Bikeability Level 2

THEME 2:
Housing and Land



MAKING OUTDOORS MORE INVITING IN OUR GREEN AND BLUE SPACES, AS WELL AS OTHER URBAN ENVIRONMENTS

CONTEXT AND WEST MIDLANDS ISSUES

Making it easier to be physically active across our towns and cities is important to encourage more people to move and be active as well as making the West Midlands an attractive place for companies to base themselves. We know that the way we build our cities and towns, design the urban environment, plan highway networks and provide access to the natural environment can be a great encouragement, or a great barrier, to physical activity and active travel. The SEP has set out plans for a £500m housing investment by 2030 and we need to make it easier and safer to be physically active in our everyday life.

Improving residential areas and connections to local high streets and other areas is vital. Schemes such as the expansion of 20 mph zones could play a pivotal role in making journeys on foot.

Development and regeneration of spaces as active places is therefore fundamental to unlocking physical activity opportunities in our streets, housing developments, town and city centres and to support active travel in and around the West Midlands.

DESIRED OUTCOME

This strategic framework influences traditional planning issues around the local infrastructure, not just leisure centres and playing fields, but a greater focus on the way that towns, cities, buildings, parks and streets are designed to encourage human powered movement. Our strong partnership approach with local authorities, community organisations, West Midlands Police and Fire Service has built confidence in safe, secure, connected and accessible environments and infrastructure.

ACTIONS:

The WMCA will:

- 2.1. Aim to influence regeneration of urban space and the future approaches to planning which encourage active lifestyles, healthy ageing and healthy environments. We will encourage inclusion of Active Design¹⁷ principles to be included in future development proposals specifically Lifetime homes standards and neighbourhoods¹⁸.
- 2.2. Endeavour to influence the redesign of our urban spaces to be civic active spaces as much as we possibly can and use our common civic spaces to encourage physical activity as part of a deliberate provocation to healthy behaviour change.
- 2.3. Work to ensure that as many of the barriers to full use of community assets (including school facilities) are removed or mitigated as much as possible. Community assets should be focused on ensuring that there are places and opportunities to be active in the heart of communities that are the both the most disadvantaged and inactive.
- 2.4. Encourage new developments to enhance opportunities for people to be active.
- 2.5. Proactively seek to increase opportunities for outdoor exercise, both formal and informal (gyms, play equipment, health walks, games) by utilising our outdoor spaces as much as possible. In doing so, ensuring a systematic and joined up approach to the use of the open green spaces, connecting open and wild spaces and canal networks with a clear outcome focused around increasing activity levels, improving physical and mental wellbeing.

¹⁶ National Transport Survey 2016

¹⁷ Sport England. (2017). Active Design. Available: <https://www.sportengland.org/facilities-planning/active-design/>. Last accessed 21 August 2017.

¹⁸ Lifetime Homes. (2017). The Lifetime Home Standard. Available: <http://www.lifetimehomes.org.uk/pages/revised-design-criteria.html>. Last accessed 21 August 2017.

ACTIVE PARKS, BIRMINGHAM

ORGANISATION: Birmingham City Council

PURPOSE

Active Parks gives people a chance to be active outdoors in our parks and green spaces. It now operates in over 60 parks across Birmingham and all activities are free to take part in. People can be active on their own local area, they get to meet others from the local community, and interact with the natural environment. The programme provides something for everyone including: Green Fit Baby, Tai Chi, Zumba, Rowing and Cycling, Walking and Jogging, Family fun sessions, Multi-sport etc.

Active Parks also includes non-traditional physical activities that encourage people engaging with their green space – Bushcraft, Conservation, Little People in Parks, Explorers (rangers linking with local early years settings to bring them into parks for various activities).

OBJECTIVES

- To deliver a programme of activities that increases physical activity, provoke behaviour change to support a healthier lifestyle health, reducing the health inequalities associated with inactivity.
- To remove the barriers that prevent individuals from being physically and civically active – providing local, free and accessible programmes at the right time.
- To encourage citizens to take ownership of their communities creating more resilient and cohesive environments that uses the outdoors to connect one another.
- Develop the appropriate workforce that can engage with our local communities.

ACHIEVEMENTS

- Over 60 parks in priority neighbourhoods are now Active Parks and working in upwards of 80 parks across the programme. There are more than 250 sessions delivered every week in 91 parks and green spaces, with over 113,000 attendances in the past 12 months. The Active Parks team have been shortlisted for the Birmingham City Council Chamberlain awards for the past two years in the Community Engagement category.

WEBSITE

beactivebirmingham.co.uk/active-parks

CONTACT

Gaynor Roberts, Email: gaynor.roberts@birmingham.gov.uk
Tel: 0121 303 0067

PORTWAY LIFESTYLE CENTRE, SANDWELL

ORGANISATION: Managed by Sandwell Leisure Trust on behalf of Sandwell Council

PURPOSE

A co-located leisure facility, wellbeing centre; GP family Practice and a centre of excellence for people with disabilities

OBJECTIVES

- Provide a building that is easily accessible for people with disabilities which meets their needs.
- Bring health, leisure and social care to one site, from early years to older adults, with a ‘whole life approach’ to health and social care service delivery for residents of the borough and the wider West Midlands.
- Encourage greater participation in physical activity and leisure services within Sandwell with a specific approach that promotes inclusion, choice and control.
- Create greater involvement of Sandwell residents in their leisure and physical activity facility.

ACHIEVEMENTS

- The centre has achieved Key Performance Indicators (KPIs) in terms of active visits to the facility.
- The centre has a lively, committed and engaged ‘Service Users’ group which helps to steer developments and improvements for all users of the facility.
- The centre has achieved the Inclusive Fitness Initiative (IFI) Excellent standard and is viewed Nationally and Internationally as delivering best practice in disability sport / leisure.

WEBSITE

slt-leisure.co.uk/our-centres/portway-lifestyle-centre

CONTACT

info@slt-leisure.co.uk



BLACK COUNTRY GARDEN CITY

ORGANISATION: Black Country LEP and the 4 Black Country Local Authorities and the Homes and Communities Agency

PURPOSE

Working together to create a new 21st Century garden city which will connect into existing communities and infrastructure covering over 1500 hectares.

OBJECTIVES

- To utilise green, cultural and economic assets to develop attractive places where people want to live, transforming the reality and perception of the Black Country.
- To lever £6bn of investment and deliver 45,000 new homes over the next 10 years.
- To apply garden city principles including well connected communities by car, public transport, cycling and walking; green streets and easy access to green space; chances for engaging the local community and space for enterprise and creative industries to flourish.

ACHIEVEMENTS

- 10 Black Country Garden City sites across the Black Country are currently live, with a total of 500 units currently under construction with residents already living in completed homes in Goscote Lane, Walsall.

WEBSITE

blackcountrylep.co.uk/regional-growth/black-country-garden-city

CONTACT

gardencity@blackcountryconsortium.co.uk



45,000

new homes over the next
10 years



6bn

of investment

THEME 3:

Community Resilience



IMPROVING HOW IT FEELS TO LIVE IN OUR STREETS AND COMMUNITIES

CONTEXT AND WEST MIDLANDS ISSUES

Physical activity plays a vital role in bringing communities together, having a social and cultural impact, developing social capital and reducing crime and anti-social behaviour. Regular involvement in physical activity can benefit individuals and communities and contribute to a range of positive outcomes including:

More local people participating as volunteers in community life.

Local people having a greater voice and influence over decision-making.

Increased voluntary and community capacity to own community assets and to manage and deliver services.

More cohesive, tolerant and inclusive communities that value diversity.

More sustainable communities with local pride and a sense of place.

A reduction in youth offending and antisocial behaviour.

An increased culture of respect and tolerance among young people.

A reduction in crime and in alcohol and drug misuse.

A reduction in the fear of crime.

Although Community Cohesion is not a SEP theme, the WMCA recognises that the West Midlands diversity and community spirit are some of our most important assets.

INFORMATION ON DEPRIVED WARDS

DESIRED OUTCOME

For this strategy to be a success, capacity to take action on levels of inactivity must be created with people in

all communities. In taking forward a social movement approach, we can make being physically active the social norm. This way of working needs to accelerate transformation and instigate wide scale changes.

ACTIONS:

The WMCA will:

- 3.1. Aim to work with locally determined voluntary organisations, community groups and leaders who are best able to work alongside communities supporting them to develop their own ideas, capacity, and solutions to get local people active and implement local plans, in both urban areas and use of open spaces by developing natural capital¹⁹.
- 3.2. Investigate utilising the physical and digital infrastructure to promote physical activity interventions such as geo fencing²⁰, digital marker and data sharing and other innovative and sustainable ways to provide a “nudge” into activity and active citizenship working with some of our most deprived and sedentary populations.
- 3.3. Work towards supporting communities to own their local spaces and assets for local social good and ‘remove the noes’ that could be preventing them from trying out new activities or making progress towards becoming less inactive.
- 3.4. Aim to work with local authorities and communities to invite residents to work collaboratively with local community groups to encourage active community events, such as Play Streets and the use of adjoining parks (Active Parks), common civic spaces, open spaces and town centres.
- 3.5. Explore the potential of establishing a centre for academic excellence for insight into addressing physical activity inequalities.

BIRMINGHAM 2022 COMMONWEALTH GAMES BID POTENTIAL

Birmingham’s 2022 Commonwealth Games bid provides a significant opportunity to accelerate both economic growth and increasing levels of physical activity.

Large sporting and cultural events can create immediate and sustained employment, a wider economic impact, a profile in international markets, and they can inspire people to get involved in activity that benefits their health through volunteering, creating connections and being active. Making large scale events more accessible by public transport and walking and cycling networks will also help encourage activity, reduce congestion and improve air quality.

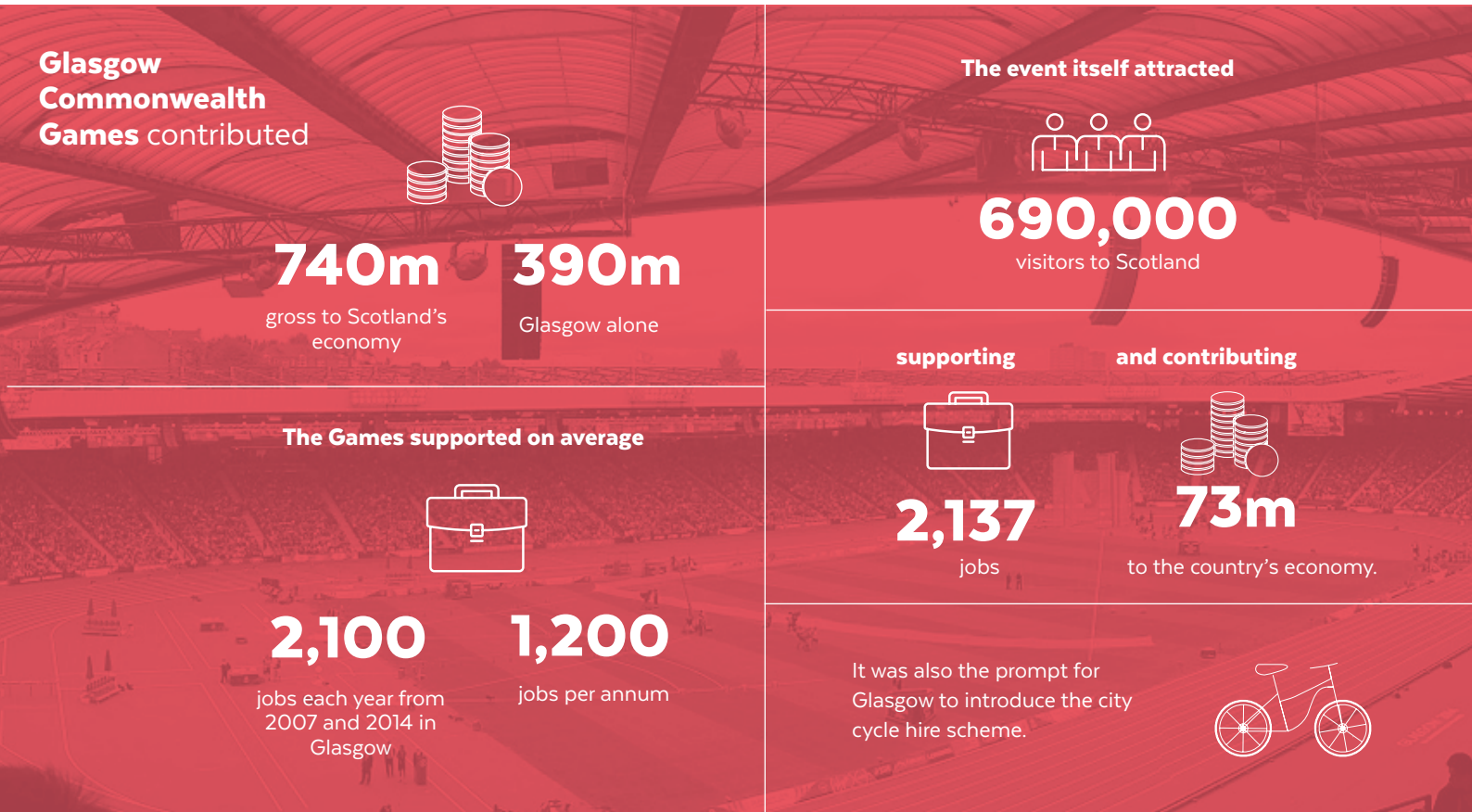
The official post-Glasgow Commonwealth Games study²¹ found that over the eight years from winning the bid to hosting the event, the Games contributed more than £740 million gross to Scotland’s economy including £390 million for Glasgow alone. The Games

supported on average 2,100 jobs each year from 2007 and 2014, including 1,200 per annum in Glasgow. The event itself attracted around 690,000 visitors to Scotland, supporting 2,137 jobs and contributing £73m to the country’s economy. It was also the prompt for Glasgow to introduce the city cycle hire scheme.

ACTIONS:

The WMCA will:

- 3.5. Consider support for bids for international sporting and cultural events to be held across the region to stimulate the economy and create jobs based on legacy and the principles of this framework. The current priority will be the support of Birmingham’s 2022 Commonwealth Games (CG) bid.
- 3.6. Aim to work with Birmingham City Council to use this strategic framework to steer the work needed to stimulate behaviour change to get people active leading up to and beyond the 2022 CG.



GOOD PRACTICE EXAMPLE



GOOD TO GO COVENTRY

ORGANISATION: Grapevine and Coventry CC

PURPOSE

Good to Go is the umbrella brand for a set of activities co-ordinated by Grapevine, which are explicitly designed to encourage non-traditional (and 'hard to reach') people in Coventry to become more physically active.

OBJECTIVES

- To use social mobilisation techniques to enable the needs of the communities to be identified, and then in turn translated into resources, which encourages those with disabilities to become the creators of the activities/campaigns.

ACHIEVEMENTS

- 1467 people are more sustainably active. 652 (44%) of these were people with disabilities. Taking 440 hours a quarter as the minimum known amount it is likely that Good to Go has delivered a minimum 1,760 volunteer hours across Year 2 as a whole. The direct value of this volunteering is more than 1.25 times the value of the Good to Go Year 2 budget - suggesting that Good to Go has repaid its investment simply in terms of the direct value alone of the volunteering it has unlocked.

WEBSITE

<http://www.grapevinecovandwarks.org/>

CONTACT

Mei Smith - msmith@grapevinecovandwarks.org
Twitter - @GrapevineYP
0121 464 1020

THEME 4:

Creative and Digital



IMPROVING HOW IT FEELS TO LIVE IN OUR STREETS AND COMMUNITIES

CONTEXT AND WEST MIDLANDS ISSUES

In its Strategic Economic Plan, the WMCA sets out the ambition to have the best broadband connectivity possible. Physical activity needs to maximise the potential this connectivity will bring. Open data, connectivity and data-led insight is being harnessed through the development and implementation of Smart Cities and is gaining growing importance within the WMCA. Identifying and developing easier and more accessible ways to get active is essential to improving health and wellbeing. We aim to improve and open all information about physical activity opportunities. The growing market of health and fitness apps such as Fitbit²² and Strava²³ provide great motivational tools to get people active. Digital technology is also transforming sports equipment through reusable energy and mass participation events to track progress and how the workforce motivates and supports those taking part.

DESIRED OUTCOME

Creative and digital technologies have been instrumental to encouraging more people to adopt an active lifestyle, using smart technologies, open data and understanding people's movement patterns to inform future provision.

ACTIONS:

The WMCA will:

- 4.1. Work in partnership with the Consortium for the Demonstration of Intelligence Systems (CDIS²⁴), building on its mobility and health focus to explore how data can be used to help understand consumer behaviour, provide insight and be used to evaluate and measure helping to deliver successful behaviour change.
- 4.2. Consider working with communities to develop and deliver digital schemes including mass participation events to encourage people to adopt a more active lifestyle.
- 4.3. Review and promote the impact of practice across the WMCA in utilising digital technology to

get people active such as Better Points²⁵, GPs in Big Birmingham Bikes; Outdoor Gyms and mass participation schemes such as Beat the Street²⁶.

- 4.4. Aim to lead the way in using technology including open data sources to get more people to take part in physical activity. This will develop our insight into when and where people are taking part in activities and accessing physical activity information, helping to shape behaviour change initiatives and used to drive informed decisions about future investment such as active travel infrastructure / cycle routes.
- 4.5. Investigate the feasibility of encouraging third party activity apps and linking with Swift card and Mobility as a Service, to encourage more people to be active.
- 4.6. Aim to work with networks such as the West Midlands Academic Health Sciences Network, to explore how we can encourage people to be active, through a self-managed approach using smart and intelligent systems.
- 4.7. Aim to trial the use of low power wide area network to allow people to hook up sensors to capture activity data, initially looking at walking in Birmingham city centre and then extending, subject to funding.
- 4.8. Working with the Smart Cities Network to encourage the creation of new business opportunities for technology and innovative businesses, focusing on "demand led" innovation where small businesses co-create solutions to user defined challenges.
- 4.9. Explore the potential of the 5G trials and the connection with wider transport data capture to getting more people active.
- 4.10. Aspire to develop a WMCA strategic approach to mobility data capture as part of the procurement of a data platform and multi-modal transport model. This will support the delivery and measurement of the impact of many strategies as well as assisting in operational decision-making utilising more effective tools.

²² Fitbit. (2017). Get Motivated. Available: <https://www.fitbit.com/uk/home>. Last accessed 21 August 2017

²³ Strava. (2017). Features. Available: <https://www.strava.com/>. Last accessed 21 August 2017.

²⁴ Birmingham Science City. (2017). Ideas for Life. Available: <http://www.birmingham-sciencecity.co.uk/ideas-study/consortium-for-the-demonstration-of-intelligent-systems/>. Last accessed 21 August 2017.

²⁵ Betterpoints. (2017). About. Available: <https://www.betterpoints.uk/page/about>. Last accessed 21 August 2017.

²⁶ Intelligent Health. (2017). Beat the Street Wolverhampton. Available: <https://beatthetstreet.me/wolves/home>. Last accessed 21 August 2017

BEAT THE STREET WOLVERHAMPTON 2017

ORGANISATION: Intelligent Health funded by City of Wolverhampton Council & Sport England lottery funding

PURPOSE

To encourage more people to be active by transforming a city into a giant game. Players are issued with Beat the Street game cards or fobs which they tap against goals called Beat Boxes strategically placed across a city.

This programme has been delivered across 60 cities with over 600,000 participants. This study evidences the impact in Wolverhampton.

Beat the Street encourages participation through game-based strategies and motivates positive behaviour that, over time, becomes the daily norm. Beat the Street addresses the physical barriers to being active by using an inclusive, simplistic concept and combats emotional barriers by creating a community-wide social norm.

OBJECTIVES

- Decrease the percentage of adults in Wolverhampton who are physically inactive.
- Increase the percentage of adults in Wolverhampton achieving at least 150 minutes of moderate intensity physical activity per week, as per the UK Chief Medical Officer's recommended guidelines.
- Test and evaluate new ways of tackling inactivity and add to our growing evidence base of successful strategies.
- 25,790 participants and 147 teams ran, walked and cycled 163,342 miles over a 7 week period between March to May 2017.

ACHIEVEMENTS

- Before Beat the Street 18% of participants reported: "Over the past six months I have started to be more active more regularly" (maintenance). This increased to 32% immediately after the programme.
- At the end of Beat the Street, 78% of participants felt it had helped them in some way.

WEBSITE

<https://wolves.beatthestreet.me/UserPortal/Wolverhampton>

THEME 5:

Skills for Growth & Employment



Measures:

B5 Increase jobs in the physical activity sector and impact on all jobs.

B3 Percentage of working age population with no qualifications.

P9: Additional Apprenticeships

B3 Increase in Business Birth Rates

P8 Reduction in the number of working days lost due to sickness absence

IMPROVING PEOPLE'S LIFE CHANCES, WELLBEING, EMPLOYABILITY AND ACCESS TO WORK

CONTEXT AND WEST MIDLANDS ISSUES

There is a growing evidence base around the positive influence sport and physical activity holds in delivering the WMCA's ambition to ensure 80% of the working age population is in full-time employment, creating 500,000 new jobs, 20,000 additional businesses and at least 156,000 more people with level 4 qualifications by 2030. The WMCA's Productivity and Skills Commission determining the true extent of the productivity and skills challenge in our region and determining subsequent courses of action. Our contribution and prioritisation is three-fold:

1. Promoting the evidence for employers that sport and physical activity can play in meeting their needs. 70% of employers state that there are a low number of applicants with the appropriate skills.

- a. Team sports and outdoor adventure activities are perceived by employers to foster desirable skills and demonstrate outgoing personalities.

- b. Skills were not ones that could be taught in the workplace but came from early years development and community support.
- c. Ability to demonstrate experience through sport and physical activity outside the workplace that builds skills such as regularity, teamwork, motivation and organisational skills²⁷.

2. Focusing on using sport and physical activity as a vehicle to engage those furthest from the job market.

Programmes such as with the Dame Kelly Holmes Trust²⁸, Streetgames²⁹ and Kicks³⁰ provide an increasingly strong evidence base for the value of sport such as volunteering, leadership and employability training and have a significant impact on getting people closer to the job market.

Through involvement in the Department of Work and Pensions (DWP) Work and Health Programme³¹, WMCA will make links between work and health and the physical activity agenda.

There is a growing evidence base around the positive influence sport and physical activity holds in delivering the WMCA's ambition to ensure



80%

of the working age population is in full-time employment

and



20,000

additional businesses

creating



500,000

new jobs

and at least



156,000

more people with level 4 qualifications by 2030.

²⁷ Black Country Consortium Limited. (2017). Sport and Physical Activity Sector Skills Action Plan. Available: <https://www.activeblackcountry.co.uk/upload/files/NewFolder/Sport%20and%20Physical%20activity%20Sector%20Skills%20Plan.pdf>. Last accessed 21 August 2017.

²⁸ Dame Kelly Holmes Trust Limited. (2017). About Us. Available: <https://www.damekellyholmestrust.org/>. Last accessed 21 August 2017.

²⁹ Streetgames. (2017). About us. Available: <http://www.streetgames.org/about-us/about-streetgames>. Last accessed 21 August 2017

³⁰ Premier League. (August 2017). Communities/Programmes. Available: <https://www.premierleague.com/communities/programmes/community-programmes/pl-kicks>. Last accessed 21 August 2017.

DESIRED OUTCOME

Physical activity playing a large part in giving someone who has been long term unemployed, the confidence, skills and fitness to become employed again. Cycling and walking combined with public transport can also play a role, enabling people furthest from labour markets to access training and employment opportunities. This also broadens people's travel horizons while searching for skills or jobs, access to low cost transport choices; and also increasing active travel amongst this market segment, thus increasing levels of physical activity. The WMCA is proposing an innovation pilot, working with local communities to build social capital and social networks to support people to move into and sustain employment. The role of physical activity will be built into the delivery model.

3. Improving Employee Wellbeing.

CONTEXT AND WEST MIDLANDS ISSUES

An active workforce is a more productive workforce. In the West Midlands over 8.6 million working days are lost annually through sickness absence; that's

over 2.2% of the total working time and 4.5 days per worker and is above the national average. The associated direct national costs in state benefit have been calculated to be over £8.66 billion, with an additional £600 million paid by employers in the form of sick pay. An active workforce results in 27% fewer days of sickness and increased productivity of between 4-15%³². Workplace interventions such as the Workplace Challenge³³ and Workplace Active Travel Plans have evidenced the positive impact on improving wellbeing.

Low productivity is a national issue and challenge for the West Midlands. Productivity levels for the region are below the national average, taking the UK figure for Gross Value Added (GVA) worked per hour as 100, the West Midlands area average is 89³⁵. The link between employee wellbeing and productivity is a recurring theme for Thrive West Midlands and for the Productivity and Skills Commission.

An active workforce leading the way in delivering a happier, healthier, better connected and more prosperous West Midlands.

An active workforce is a more productive workforce.



8.6m

working days are lost annually through sickness absence



8.66bn

the associated direct national costs in state benefit



600m

paid by employers in the form of sick pay additionally

that's



2.2%

of the total working time



4.5

days per worker

An active workforce results in



27%

fewer days of sickness



4-15%

increased productivity

³¹ HM Government. (August 2017). Work and health plan to help disabled people into employment. Available: <https://www.gov.uk/government/news/work-and-health-plan-to-help-disabled-people-into-employment>. Last accessed 21 August 2017

³² NHS Scotland. (2003). Physical Activity Task Force. Available: <http://www.healthylivinglives.com/advice/workplace-health-promotion/physical-activity>. Last accessed August 2017

³³ County Sports Partnership Network. (2017). Business Administration. Available: <https://www.workplacechallenge.org.uk/become-a-company-admin>. Last accessed 21 August 2017

³⁴ Sustrans. (2017). Workplace Travel Planning. Available: <https://www.sustrans.org.uk/our-services/our-expertise/workplace-travel-planning>. Last accessed 21 August 2017

³⁵ Office for National Statistics. (January 2017). Regional and sub-regional productivity in the UK. Available: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/regionalandsubregionalproductivityintheuk/jan2017>. Last accessed 21 August 2017

³⁶ HM Government. (August 2017). Common Inspection Framework. Available: Common inspection framework: education, skills and early years from September 2015. Last accessed 21 August 2017

ACTIONS:

The WMCA will:

- 5.1 By working jointly on employment support, work with DWP to promote physical activity and active travel choices to those deemed hardest to reach, getting people back into work and expanding the workforce.
- 5.2 Champion the contribution physical activity makes to the WMCA's Productivity and Skills priorities evidencing to West Midlands employers the increasing value placed on skills gained through taking part, sport leadership and volunteering to the West Midlands employers and the specific workforce skill gaps and shortages that need to be addressed to get more people active.
- 5.3 Encourage a social movement with communities on the creation of a range of additional volunteering opportunities. This will involve building on existing and developing additional capacity to encourage physical activity addressing stubborn inequalities and creating clear pathways from worklessness into job creation. The proposed employment support pilot will provide a focal point to test approaches within areas of high unemployment.
- 5.4 Investigate the co-ordinated development of an asset management plan for existing national, regional and local sporting assets in the region and a plan to bring forward new assets. We will ensure that we have the infrastructure needed to get people active right across the region.

Physical activity and physical education has a significant role to play in improving the outcomes for our children and young people. There is much to do - in areas such as obesity in children at year 6, 5 A*-C GCSE performance and adult levels of physical activity, the West Midlands performs worse than England average.

EDUCATION

CONTEXT AND WEST MIDLANDS ISSUES

Being active should be the accepted normal behaviour for all children as it helps to improve cognitive skills and educational attainment. This message should start at pre-school all the way through to college.

11.1%

obesity in reception aged children

24.6%

obese children in year 6

52.5%

C GCSE achieved including maths and English

29%

of children under 16 in low income families

4.4%

of 16-18 year olds are not in education or training (At a similar level with England)

Ofsted's Common Inspection Framework includes a judgement of personal development behaviour and welfare. At the end of end of the last but one sentence ending in "skills" add "we recognise the tremendous impact the "School Daily Mile" across activity, health, resilience and education performance. We encourage all schools to get on board"^{38b}. As part of this judgement, inspectors look at the extent to which schools are successfully supporting students to gain "knowledge about how to keep themselves healthy" and "make informed choices about healthy eating and fitness"³⁶.

DESIRED OUTCOMES

We want children to remain active throughout their education, but we need to give specific emphasis on addressing transition from pre-to primary, primary to secondary and secondary to college or community. We will emphasise the role and opportunities to promote and enable children to travel actively to school, for this to be inclusive in everyday lives.

³⁷ Sport England. (August 2017). Economic Value of Sport Tool. Available: <http://www.sportengland.org/research/benefits-of-sport/economic-value-of-sport/>. Last accessed 21 August 2017

³⁸ Black Country Consortium Limited. (2017). Sport and Physical Activity Sector Skills Action Plan. Available: <https://www.activeblackcountry.co.uk/upload/files/NewFolder/Sport%20and%20Physical%20activity%20Sector%20Skills%20Plan.pdf>. Last accessed 21 August 2017

^{38b} The School Daily Mile children fit for life (2017). Schools and Physical Activity. Available: <http://thedailymile.co.uk/>. Last accessed 21 September 2017.

Taking part in sport, PE and physical activity contributes to raising standards and in closing the achievement gap through improvements in attainment, behaviour, attendance and wider attributes and skills. It builds resilience in our children and young people.

ACTIONS:

The WMCA will:

- 5.5 Encourage collaboration between pre-school, school, and college improvement networks to attempt to ensure that sport, physical education and physical activity are central to pupil and whole school improvement.
- 5.6 Together with young people, consider co-producing activities that are appealing and sustainable to ensure that participation in physical activity is improved post 16 years of age.
- 5.7 Encourage a collaborative approach to ensure that all schools have a more impactful education, health and physical activity approach in utilizing the Primary School Physical Education and Sport Premium, School Games funding and the Healthy Pupils Capital Fund.
- 5.8 Work towards gaining local approval for a co-ordinated approach to Active Lifestyles campaigns in schools and travel options to

schools such as by School Travel Plans to ensure these principles of increased activity are evenly distributed across the region working towards 55% of children normally walking to school by 2025.

SKILLS

CONTEXT AND WEST MIDLANDS ISSUES

Creating an active population on an industrial scale requires reliance on more skilled volunteers and help from those in paid jobs to gain and apply new skills. The physical activity sector is reliant on its grass roots volunteers to get people taking part. The national economic value of sport related volunteering is estimated to be £2.7billion³⁷.

Consultation gained for the Black Country Sport and Physical Activity Sector Skills Plan³⁸ has shown that there is a major gap between the skills required and the skills available.

- 80% of physical activity employers in the Black Country stated that there were a low number of applicants with the required skills.
- 82% of physical activity employers stated that soft skills represent the greatest skill gaps in individuals.



The national economic value of sport related volunteering is estimated

£2.7b

DESIRED OUTCOME

The West Midlands at the forefront of changing the way frontline staff interact with customers, focusing on soft skills building a welcoming and inclusive environment for everyone.

ACTIONS

The WMCA will:

- 5.9. Encourage a joint approach with the sport and physical activity sector to develop a new physical activity career pathway. This will include the route from volunteer through to Activator, to Coach. The focus of this career pathway will be to specifically tackle inactivity in sedentary communities by developing clear and relevant physical activity intervention.
- 5.10. Work with existing public and voluntary sector organisations to deliver this career pathway and complement it through integration into existing resources and related workforce.
- 5.11 Explore how we can make best use of the apprenticeship reform agenda to deliver new apprenticeship opportunities in the sector.



BLACK COUNTRY SPORT AND PHYSICAL ACTIVITY SECTOR SKILLS ACTION PLAN

ORGANISATION: Black Country Consortium Limited

PURPOSE

Launched in Autumn 2016, by the Active Black Country Partnership and the Black Country LEP, the plan highlighted the sport and physical activity workforce needs and evidenced the role sport and physical activity can play in driving economic growth.

OBJECTIVES

- To gain insight into the skill shortages across the sector
- To use the insight findings to develop a workforce that is customer centric, inclusive and equipped with the right skills to encourage people to be active.
- To evidence the economic benefit and role sport & physical activity can play in developing transferable skills that can increase social and economic mobility. Demonstrating how Sport & Physical Activity as a key enabling sector can address the skill shortages priority sector employers collectively report to support economic growth.

ACHIEVEMENTS

- Informed the Active Black Country's approach to workforce development including the Coaching Plan for England implementation which features resources for the front line workforce, a menu of CPD based on the insight gathered.
- Piloting the new apprenticeship standard 'Community Sport Health Officer' with the Black Country College Principals Group

WEBSITE

www.activeblackcountry.co.uk/insight/strategies-and-plans/

CONTACT

Ian Carey (Head of Physical Activity & Sport) -
01384 471137
ian_carey@blackcountryconsortium.co.uk

BIRMINGHAM WAY

ORGANISATION: Sport Birmingham in collaboration with Birmingham Wellbeing Service, UK Coaching, Street Games and Sport England

PURPOSE

The Birmingham Way is a systematic approach to workforce development; designed initially for the sports / activity sector it now provides the evidence through research to demonstrate the key qualities and characteristics that underpin broader skills development. The model considers identification of the right people, the skills development and improvement of those people, and the opportunity for them to gain practical experience.

OBJECTIVES

- To understand the needs, motivations and values of Birmingham residents and match them with a workforce that can meet the wider social, health and wellbeing needs identified within inactive communities.
- Create a robust evidence base showcasing how The Birmingham Way approach and resources impacts on educators and coaches ability to improve the customer experience and encourage physical activity, create resilient habits, increase self-esteem, enjoyment and engagement.
- Embed The Birmingham Way approach across key partners, emphasising a culture of commitment and accountability that focuses on developing people through an individual centred process.

ACHIEVEMENTS

- Recognised by Sport England as best practice as an approach to developing people within local communities

WEBSITE

<http://www.sportbirmingham.org/the-birmingham-way>
<http://www.sportbirmingham.org/insight-summary>

CONTACT

Adam Warden, Coach and Volunteer Manager,
0121 285 0186
adam.warden@sportbirmingham.org

EMPLOYMENT SUPPORT FOR THE OVER 25S

ORGANISATION: Sport Structures Limited on behalf of Steps to Work

PURPOSE

The Coaching Communities programme provides economically inactive individuals living in the Black Country with the opportunity to become a Level 1 qualified sports coach and put these new skills and knowledge into practice through a valuable volunteering experience.

Each participant will receive individual support to enable them to build their confidence and self-esteem to change their mindset and as a result be more employable and enable them to progress onto further training, education or employment. We start the programme working as a group where participants often make friends which further enhances their lifestyle and positive experience of the programme.

OBJECTIVES

- Offer opportunities for people aged over 25 in the Black Country ad training programme that stimulates them to take up employment or other training opportunities
- Provide employment and training signposting
- Link with other BBO Bridges programmes

ACHIEVEMENTS

- 80% of our participants have progressed into employment, education or are working with another BBOBridges partner

CONTACT

Contact: Simon Kirkland, Managing Director,
01214558270 tw@sportstructures

THEME 6: **Wellbeing**



Measures:

B5 Increase jobs in the physical activity sector and impact on all jobs.

B3 Percentage of working age population with no qualifications.

P9: Additional Apprenticeships

B3 Increase in Business Birth Rates

P8 Reduction in the number of working days lost due to sickness/absenteeism

IMPROVING LIFE CHANCES, WELLBEING, EMPLOYABILITY AND ACCESS TO WORK

CONTEXT AND WEST MIDLANDS ISSUES

The WMCA recognises that physical activity not only contributes to improving both mental and physical wellbeing prevent ill-health.

Physical Activity can also improve both the physiological and psychological health of children and young people with increased self-esteem, self-confidence, social skills and reduced anxiety. Recent controlled studies suggest that children with Attention Deficit Hyperactivity Disorder who are physically active have improvement in behaviour and self-regulation, in addition to better memory, compared to those who are not active⁴⁰.

Physical activity can also reduce the risk of some of the major illness including:

30% lower risk of colon cancer in adults;

20-25% lower risk of cardio-vascular disease, coronary heart diseases and strokes in adults and 20-25% in children and young people

30-40% lower risk of Type II Diabetes

20-30% lower risk of depression for adults⁴¹

IMPROVING MENTAL WELLBEING

Thrive West Midlands' Concordat for Action⁴² commits key organisations to:

1. Work together to improve mental health and wellbeing to reduce of the burden of mental ill health across the West Midlands. We will work to improve people's lives and to encourage healthy communities.
2. Ensure services meet the needs of people with mental ill health and provides empathy and compassion. We will involve people who have experienced mental ill health and their carers

at the earliest opportunity in decisions about services.

3. Work together to develop and deliver the action in the Action Plan across the WMCA area.

Connecting people to place and strengthening social cohesion are both products of a more active community which can lead to significant increases in wellbeing and resilience through the five ways to Wellbeing⁴³ being active, connecting to others, noticing things, sharing and learning new skills.

DESIRED OUTCOME

By bringing together the ambitions of the Thrive West Midlands Action Plan, our knowledge and understanding of the five ways to wellbeing, we can make a greater impact on improving both mental and physical wellbeing through increasing levels of physical activity.

ACTIONS:

This strategic framework aims to support the WMCA's Thrive West Midlands Action Plan by contributing to:

- 6.1 **Theme 1 - Supporting People into Work and Whilst in Work** by encouraging the public-sector workers to have adequate training in how physical activity can both treat and prevent mental health disorders and long-term conditions. Working with the Thrive West Midlands' Implementation Director, we will strive to develop approaches to working collaboratively to integrate physical activity within the "Workplace Wellbeing Charter and Commitment", championing work to get more people active in small, medium enterprises and by exploring co-financing social prescribing to improve mental health and wellbeing.
- 6.2 **Theme 6 - Getting the Community Involved** by encouraging a collaborative approach, to extend community physical activity based initiatives to raise awareness of mental health and improve wellbeing including training up physical activity volunteers in Mental Health First Aid.

³⁹ British Heart Foundation. (2016). Children and Physical Activity. Available: <https://www.bhf.org.uk/about-us/our-policies/preventing-heart-disease/children-and-physical-activity>. Last accessed 21 August 2017.

⁴⁰ Ziereis & Jansen. (Volume 38, March 2015,). Research into Developmental Disabilities. Effects of physical activity on executive function and motor performance in children with ADHD. 38 (1), Pages 181-191.

⁴¹ NHS. (2017). Exercise for Depression. Available: <http://www.nhs.uk/Conditions/Depression/Exercise/Exercise-for-depression.aspx>. Last accessed 21 August 2017

⁴² Lamb, N, Appleton, S, Tennant, M. (2017). Thrive West Midlands. An Action Plan to thrive better mental health and wellbeing in the West Midlands. Birmingham: <https://westmidlandscombinedauthority.org.uk/what-we-do/commissions/mental-health/updates/>. p1-77

⁴³ Government Office for Science. (2008). 5 Ways to Wellbeing. Available: https://issuu.com/neweconomicsfoundation/docs/five_ways_to_well-being?viewMode=presentation. Last accessed 21 August 2017



6.3 **Theme 6 - Getting the Community Involved**, by championing a WMCA approach to using sport and physical activity to improve wellbeing as one of the major ways to impact at scale.

6.4 Contributing to **Theme 2- Providing Safe and Stable Places to Live**, by considering developing the links between housing and health, stating the added value that can be gained from implementing quality schemes on both encouraging physical activity and improving mental wellbeing.

IMPROVING PHYSICAL HEALTH AND WELLBEING

CONTEXT AND WEST MIDLANDS ISSUES

Although this Strategic Framework has placed significant emphasis on mental health and wellbeing, it also recognises that getting more people active significantly improves physical wellbeing. It supports increases in productivity, and reducing absenteeism, and reduces the risk of developing certain long-term conditions, as well as improving everyday lives of people suffering from these.

For many health benefits, such as reducing the risk of cardiovascular disease and mortality and the risk of breast and colon cancer, a dose-response relationship has been evidenced. This highlights that some physical activity is better than none, and gains can be made up to the recommended government guidelines of 150 minutes of moderate-vigorous intensity a week. To tackle the obesity epidemic, physical activity is best combined with a dietary intervention and once weight is lost it is extremely effective for weight maintenance⁴⁴.

DESIRED OUTCOME

This has the potential to improve many people's lives across the WMCA area.

ACTION:

The WMCA will:

6.5 Aim to build on the work and evidence the impact, in getting more people active through prevention or rehabilitation programmes for those with long term conditions such as type II diabetes, CHD and stroke, cancer, arthritis / osteoarthritis and other musculoskeletal conditions, that impact on people's everyday lives and their ability to work.

GET SET TO GO DUDLEY

ORGANISATION: Dudley Mind, with the Mind Charity funded by Sport England

PURPOSE

One of 8 national pilots which were funded by Sport England designed to help those with mental health problems to get more active.

OBJECTIVES

- To work with sport providers to offer monthly taster sessions to provide people with the opportunity to try sports and other activities.
- To offer weekly sport based groups where people are supported by others who have experience with mental health problems who already use physical activity and found it had supported their wellbeing.
- Provide mental wellbeing training to sports clubs and organisations to enable to support those who have experience with mental health problems to get active.

ACHIEVEMENTS

- Good anecdotal support for this approach, - awaiting publication of formal evaluation by University of Northampton.

WEBSITE

<http://dudleymind.org.uk/get-set-to-go/>

CONTACT

01384 442938
enquiries@dudleymind.org.uk

ACTIVE WELLBEING HUB SOLIHULL

ORGANISATION: Active Wellbeing Hub

PURPOSE

- To provide an effective and efficient exercise service for people with an existing health condition, to promote life-long behaviour change and attitudes towards physical activity in a supportive environment.
- To reduce the incidence of illness related to inactivity or a sedentary lifestyle.
- To help patients manage their health condition and/or for rehabilitation after recovery from a specific condition; thereby reducing the risk of recurrence/deterioration and further health problems, as well as maintaining independence and improving quality of life.

OBJECTIVES

- To offer an evidence-based, accessible range of high level programmes which promote physical activity and reduce sedentary behaviour.
- To contribute to reducing the associated health problems and mortality rates linked with physical inactivity, and thereby help to reduce the financial cost to the NHS of treating physical inactivity related conditions and co-morbidities.

ACHIEVEMENTS

- Increased provision of local phase IV cardiac rehabilitation, in the north of the borough which has filled an identified gap in local provision that could not be supported by Solihull's Heart Support Group, who deliver classes in the south of the borough.
- 245 people involved in the various exercise classes, with 86 new participants for this year (2016-17 statistics).

WEBSITE

<http://www.solihullactive.co.uk/health-wellbeing/>

CONTACT

Kim Dunger, Solihull Active Officer - Physical Activity
kdunger@solihull.gov.uk, 0121 704 6942.



Principles of Delivery

The WMCA understands that no one agency can deliver this Framework and requires a new collaborative approach which makes the themes and actions relevant to local areas as it does to the WMCA. It will require new thinking of how we inform and influence, lever resources and measure impact on getting more people active, contributing to our wellbeing and economic priorities and long term in reducing the demand for services across the WMCA geography. The following principles of delivery will drive our work.

This will require leadership at all levels, including a physical activity political champion, a WMCA Prevention and Wellbeing team through to leaders within our communities who have agreed to work with us. Our strength will be our collective leadership, in which authority, responsibility and accountability are distributed based on expertise and skill sets across our constituent and non-constituent authorities and stakeholders.

A Common Performance Framework with the SEP which defines the success of the strategic framework not only the progress made, decreasing the percentage of inactive people across the region year on year working towards meeting and then surpassing England average and also evidence the direct impact on identified WMCA's Performance Management Framework. The West Midlands on the Move's Logic Chain details inputs, outputs; outcomes and values which evidence this correlation (see appendix 2).

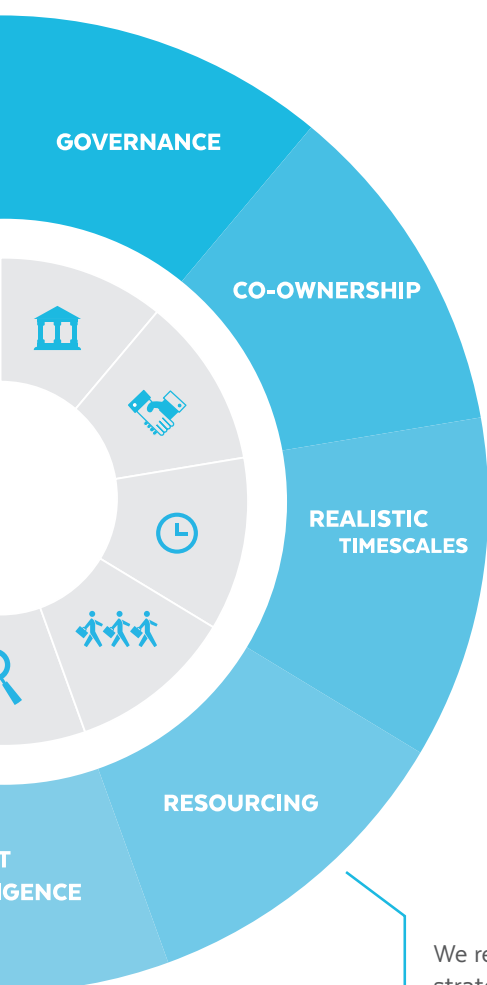
A clear plan based on our insight work will help communicate the vision and the strategic ambitions and the impact so that the message about the importance and desire to change is clear and strong.

We will promote and embed equality and fairness in delivering the Framework, ensuring that actions are tailored to address the inequalities that exist in the number of people taking part including women. We will bring together stakeholders, individuals and communities who best understand the motivations and barriers that exist to determine the specific policies and deliverables needed, included targeted programmes. Our insight will be driven to filling the gaps in our knowledge and understanding. Where appropriate Equality Impact Assessments will be used to ensure that there is no negative differential impact on any specific equality group.

We aim to be leaders in sport and physical activity insight, working with individuals and communities to develop understanding of how individuals view physical activity and sport and how they can be motivated to change their behaviour.



This will be achieved by embedding this framework within the WMCA leadership, strategic themes, priorities and governance. This includes the establishment of the West Midlands on the Move Theme Group within the WMCA's governance framework's Terms of Reference is included as Appendix 1. In addition, we will aim to ensure that the strategic framework is relevant to both constituent and non-constituent members.



Encouraging co-ownership by all partners who will benefit and contribute equally to the delivery of the plan, which recognise and value the added impact this strategic framework can bring. This includes agreeing with members how this strategic framework supports local strategic planning and delivery as well as those themes for which there is consensus for a WMCA approach.

The strategic framework is ambitious and there is a willingness to move work forward quickly to have the impact we need. An initial two year delivery plan has been developed and will be refreshed and reviewed as work streams develop.

We recognise that resources are limited and believe that this strategic framework brings added value to both constituent and non-constituent members enabling work streams to be accelerated and enhanced by adopting a WMCA approach. We will investigate securing resources by working at WMCA level through co-financing, collaborative bidding and the potential of positioning physical activity as a vehicle to enable the achievement of any future priorities, for example, future devolution deals with Government. The implementation plan will also include a Resourcing Framework identifying where members and stakeholders have agreed to work in collaboration.

Appendice

APPENDIX 1 - WEST MIDLANDS ON THE MOVE TERMS OF REFERENCE

WEST MIDLANDS ON THE MOVE THEME LEAD GROUP

TERMS OF REFERENCE. APRIL 2017

OVERALL PURPOSE

Reporting to the WMCA Board via the Wellbeing Board, the Theme Group will lead the development, implementation and impact of the WMCA's Physical Activity Strategic Framework, "West Midlands on the Move 2017-30". This implementation will include demonstrating the scale of impact delivered by reducing levels of physical inactivity in achieving a healthier and more prosperous West Midlands

DEFINITION

The Group's focus is on physical activity, both structured and informal including walking and cycling, both to work and for exercise and more intensive sports. It is about using physical activity as a cross-cutting theme evidencing the impact physical activity can play in improving social and economic development such as community cohesion; employment and skills and transport.

The Group recognises the WMCA's Strategic Economic Plan implementation is a critical inter-dependence on work needed to increase levels of physical activity. The group's primary focus is given to priority actions needed to reduce levels of physical inactivity and inequalities which exist in the West Midlands Combined Authority area and where acting across the area of the WMCA will add additional value to actions at the local authority level.

SCOPE

1. To lead the development, implementation and review of the WMCA Physical Activity Strategy, "West Midlands on the Move" and ensures that the strategy is integrated into WMCA Themes and identifies the added value adopting a WMCA approach brings.
2. As part of the strategy's development, shape and measure metrics are needed to evidence progress and impact in reducing levels of inactivity and its contribution to the WMCA Performance Management Framework including Public Sector Reform.

3. To consider the resources needed in terms of staffing (both existing and potentially new). systems and processes as well as finance needed to implement the Strategy's priorities. This will include working with others to look at how future devolution deals and other external sources of funding could contribute to delivering any additional resources needed.
4. To improve marketing and communications around the added value and impact of the Physical Activity Strategy across the WMCA area.
5. To work towards consensus from each of the constituent and non-constituent members on their commitment to 'West Midlands on the Move' work streams including evidencing the added value this will bring to local delivery; agreeing the scope of co-operation and potentially co-resourcing and measuring the impact on local planning and delivery.
6. To prepare and agree WMCA, Local Authority and Other Network's Board and Theme Group papers and briefings needed to build awareness, integration as part of WMCA policy including future devolution deals and resource bids.
7. To work to ensure that the WMCA Physical Activity Theme Group continues support to both constituent and non-constituent members where it is agreed that it adds value to local and sub-regional planning and delivery.
8. To work towards ensuring both impact and sustainability of the actions set out in its strategic framework.

AUTHORITY

The Group shall be the responsible for shaping the strategy, communications and resources needed. It will seek approval from WMCA Board via the Wellbeing Board and where relevant other identified WMCA Theme Groups such as the Strategic Transport Officers' Group; Thrive West Midlands for adoption, progress reporting, resources and policy matters.

MEMBERSHIP

West Midlands Combined Authority Programme Board Chief Executives shall appoint the following Group members:

- WMCA Political Physical Activity Champion
- 1 x senior officer from each of the 7 constituent local authority members or nominee.
- 1 x senior officer from WMCA Transport for the West Midlands
- 1 x senior officer from each of the non-constituent stakeholder members including Public Health England, Sport England, County Sport Partnerships, NHS Foundation Trust.
- 3 x nominated officers from non-constituent members.
- The Group shall also appoint other advisory members as required.

MEETING ARRANGEMENTS

The meetings shall be scheduled at least three weeks prior to the WMCA Wellbeing Board to ensure effective progress reporting and decision making. Constituent members shall have voting rights. Meeting agenda shall be agreed with the Chair and circulated 10 working days before the meeting and papers prepared and distributed three working days before the Group's meeting.

The Group's chair appointment shall be approved by the WMCA Board following recommendation from the Wellbeing Board. There will be no substitutes attending instead of appointed members to ensure consistency in both decisions making and understanding.

The Group shall be quorate if more than a third of members are in attendance.

To ensure accountability and transparency all Group papers will be accessible to the public via the WMCA website.

All members shall complete an equity, interests and skills registers which will also be listed on the WMCA website. The skills and Interests registers will be updated annually.

The Group is able to establish Working and time limited Task and Finish Groups for specific work as required without specific permission from the Wellbeing Board.

REPORTING

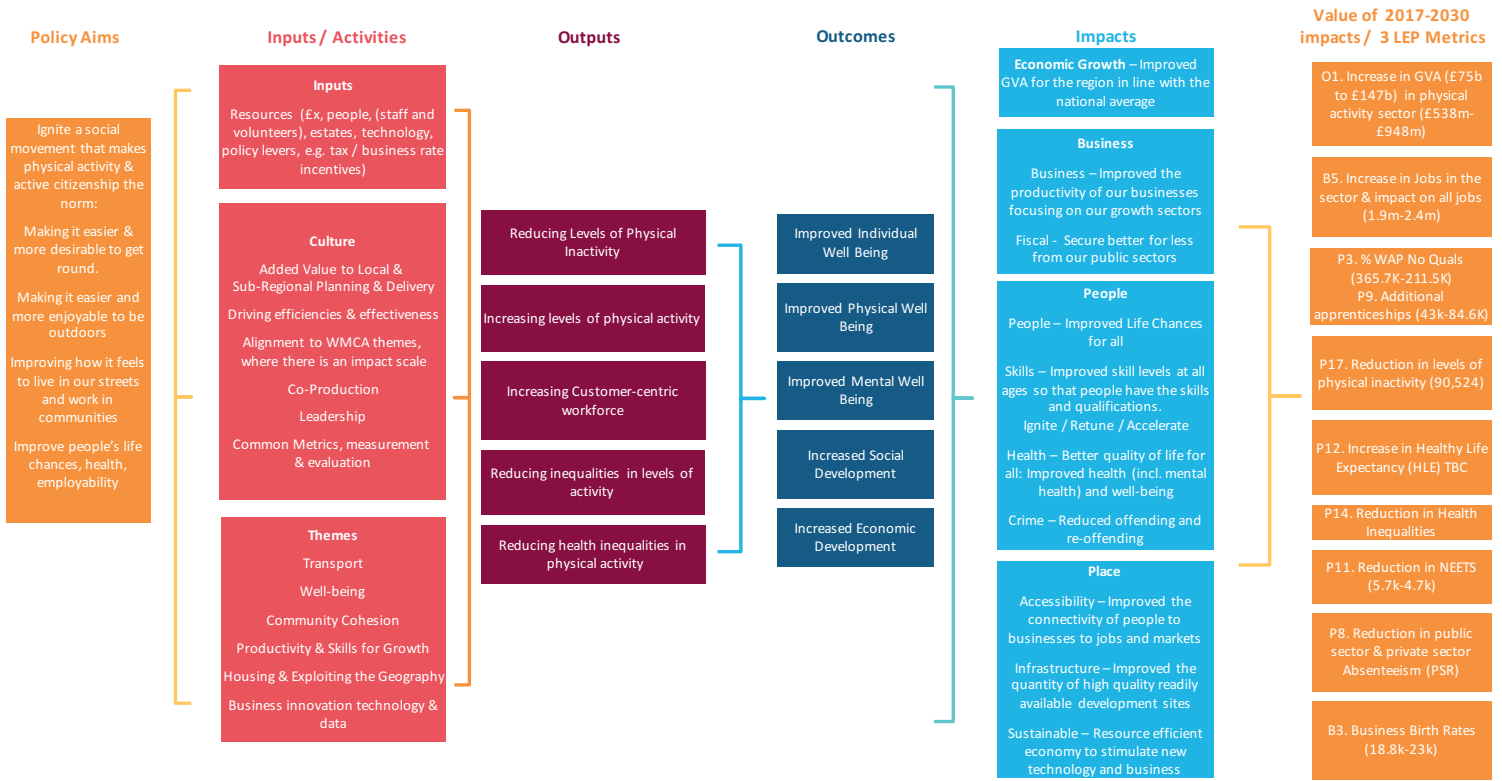
Group minutes shall be reported to the WMCA Wellbeing Board and through to the Programme Board and WMCA Board as required. This includes both progress reports such as dashboards and decisions needed by the WMCA Board.

REVIEW

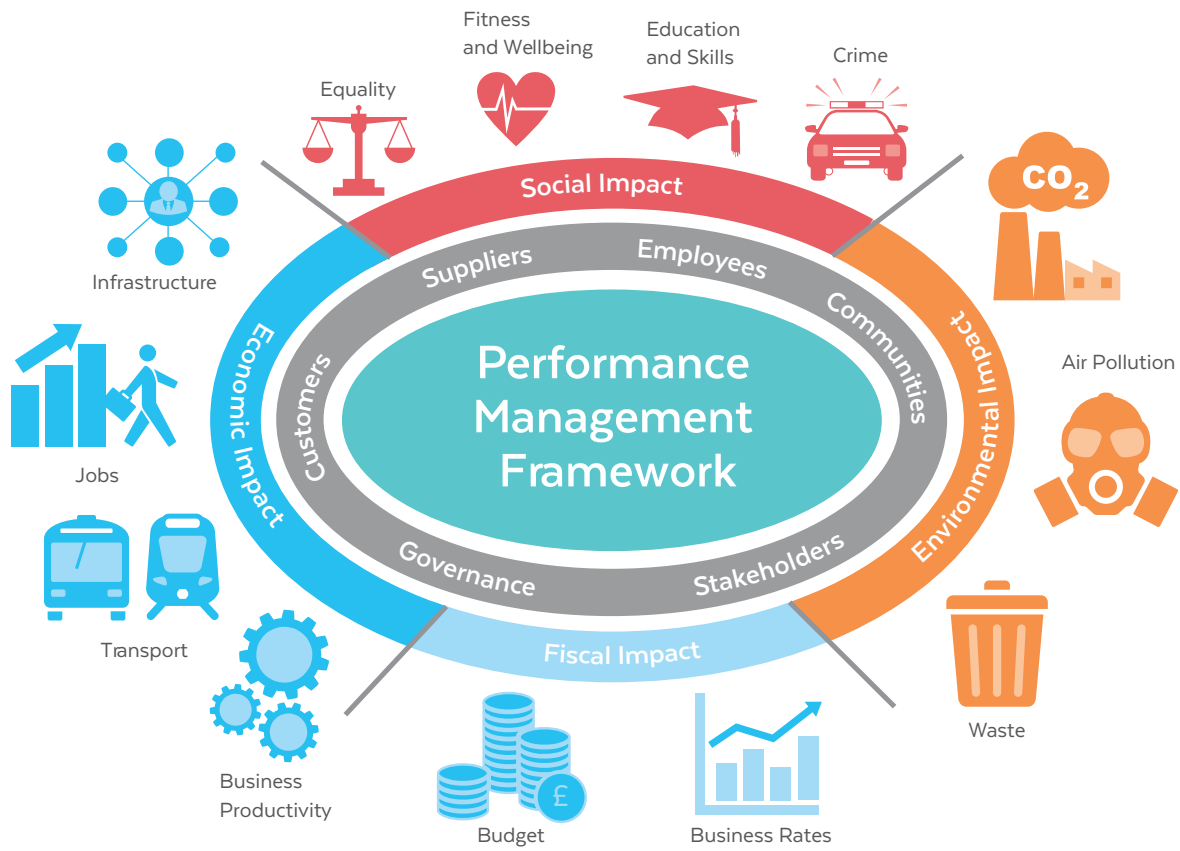
This Terms of Reference will be reviewed on an annual basis in line with the Strategy adoption and year on year delivery of its implementation plan. Approval to any changes both in terms of purpose, resourcing and membership shall be gained from WMCA Board via recommendations from the WMCA Wellbeing Board.

APPENDIX 2 WMCA WEST MIDLANDS ON THE MOVE LOGIC MODEL

The logic model not only provides a summary of the Strategic Framework, but also evidences the sequence of inputs, outputs and outcomes, which determine the values/metrics for which the Strategy’s success will be measured. This has been developed in partnership with the WMCA’s lead for its Performance Management Framework and Public Health England.



APPENDIX 3 PERFORMANCE MANAGEMENT FRAMEWORK





WEST MIDLANDS
COMBINED AUTHORITY

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16 Summer Lane, Birmingham,
B19 3SD

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West Midlands on the Move Strategic Framework 2017-2030

Delivery Plan 2017-2019

2 October 2017

Introduction

1. The West Midlands on the Move Strategic Framework 2017-30 (WMoTM) sets out the role that getting more people active will play in achieving “Making Our Mark”, the West Midlands Combined Authority’s Strategic Economic Plan. It is based on the principle that an “Active Community is the dynamo of a prosperous West Midlands”.
2. West Midlands on the Move (WMotM) has been positioned to:
 - a. Support local planning and delivery
 - b. Define themes and actions where there is a value added impact in adopting a WMCA approach to planning and delivery.
 - c. Work towards a common metric aligned to the WMCA’s Performance Management Framework.
3. WMotM is purposely ambitious, placing getting more people physically active at the heart of the WMCA’s priorities for economic growth; wellbeing and public-sector reform. In preparing WMotM, we have consulted with over 35 organisations, encouraging a bottom up approach to the Strategic Framework’s development. There has been extensive input by our Constituent Authorities to shape, consult and determine priorities. With our Constituent Authorities, we continue to consult on “offer and asks” recognising the breadth of good practice as well as areas for development, understanding where “added value” of working collaboratively. With wider stakeholders, we will continue to work together to shape where joint actions. Due to work commitments, consultation has not been concluded.
4. We are also working extensively across the WMCA to consider the inter-dependence between physical activity on specific WMCA economic growth priorities, agreeing context, actions and priorities as evidenced in the Strategic Framework and this Delivery Plan.
5. The Strategic Framework’s implementation is championed by the WMCA’s WMotM Working Group reporting to the Wellbeing Board. As well as strengthening connectivity, the Wellbeing Board also acknowledge that implementation requires new ways of thinking on resourcing, methods, partnerships and planning.
6. This Delivery Plan is being supplemented by a Business Case and Resourcing Plan including identifying which Local Authorities and stakeholders are committed to working with the WMCA to implement and the investment needed and potentially sourced. Local Authority commitment is
7. This Plan will be monitored monthly and reviewed each quarter months by the WMotM Working Group with progress reported to the Wellbeing Board and the WMCA Board as well as agreed local and West Midlands networks.

For further information contact simon_hall@wmca.org.uk. September 2017



**Theme 1:
Transport
and HS2
Growth**

1. Work with Transport for West Midlands, to co-ordinate and oversee the development implementation and delivery of the West Midlands Cycling and Walking prioritiesⁱ, including potential devolution priorities with an emphasis placed on those people who are not currently active by March 2018.
2. Energise the commitment to the Cycling Charter as the vehicle to encourage behaviour change to get more people walking and cycling every day, including using exercise for renewable energy by March 2018.
3. Working with Birmingham and Coventry City Councils; determine both the physical activity and economic impact of the City Rideⁱⁱ and Big Birmingham Bike schemes and explore potential of extending the scheme to other Local Authorities longer term by January 2018.

2018/19

1. Working with Transport for West Midlands develop and implement the first year Cycling and Walking Strategy costed implementation plan with an emphasis placed on co-ordinated the effort needed to get more people active by March 2019.
2. In doing so, evidence the impact in getting more people closer to the job market, getting active and addressing physical activity inequalities by March 2019.

Local Authorities & other Stakeholders	Resources:	September Status:
Constituent Authorities who have expressed a preference to work with the WMCA:	Design Council/LGA Public Health Challenge mentoring programme on Healthy Active Streets adoption and delivery. (This includes both transport and Housing)	Proposal submitted 20/09/17
Coventry CC, Dudley MBC, Solihull MBC, Sandwell MBC, Bham CC Public Health, City of Wolverhampton Council and Walsall MBC. Awaiting Outcome: Bham CC Wellbeing Service	TfWM Walking and Cycling Devolution proposals	Developing health, physical activity and transport business case for October 2017
Key Stakeholders Engaged: Living Streets, Public Health England; Worcs. CC, Cycling UK; WM Design Forum, West Midlands Cycling Network and UK Active Awaiting Outcome: Sport England.	Health Devolution Proposals	Developing Devolution business case with Prevention and Wellbeing Team for Oct. 17
	Public Health Registrar Placement (including housing and land)	Finalising recruitment and discussion with Public Health England and the WMCA.



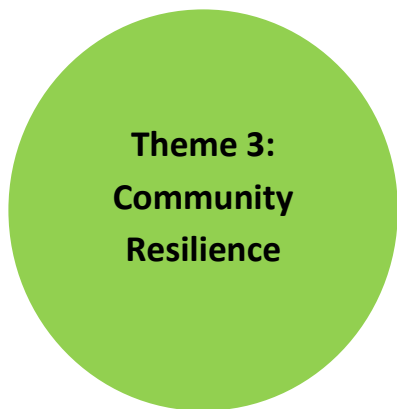
**Theme 2:
Housing and
Land**

1. Develop and submit an application to the Design Council/LGA Public Health Challenge focusing on developing and adopting and delivering Healthy Active Streets which will enable WMCA and partners to gain expert guidance by February 2018.
2. Work towards piloting healthy, active streetⁱⁱⁱ proposals in the WMCA area by March 2018
3. Work with the Fields in Trust^{iv} to adopt a WMCA approach to protecting Playing Fields and Open Space in perpetuity and encouraging more people to be active by December 2018.
4. With the West Midlands Urban Design Forum^v, Transport for West Midlands develop and showcase case studies of the wellbeing, social and economic impact of civic active spaces by January 2018.

2018/19

1. Work towards integrating Active Design principles into planning of targeted areas by March 2019.
2. Undertake an assessment of good practice and barriers to the full use of school assets for the community by March 2019.
3. Promote opportunities for physical activity in outdoor spaces including developing the natural capital^{vi} of communities by September 2019.

Local Authorities & other Stakeholders	Resources:	September Status:
Constituent Authorities who have expressed a preference to work with the WMCA: Dudley MBC, Coventry CC, City of Wolverhampton Council Sandwell MBC, Solihull MBC, Walsall MBC. Awaiting outcome from Bham CC	Design Council/LGA Public Health Challenge mentoring programme on Healthy Active Streets adoption and delivery. (This includes both Transport and Housing).	Proposal submitted 20/09/17
Key Stakeholders Engaged: Living Streets, Public Health England; Worcs. CC, Cycling UK; WM Design Forum, Local Authority Duty to Co-operate Group, Birmingham and Black Country Wildlife Trust, Public Health England and Canals and Rivers Trust. Awaiting Outcome: Sport England.	Health Devolution Proposals	Developing Devolution business case with Prevention and Wellbeing Team for Oct. 17
	Public Health Registrar Placement (including housing and land)	Finalising recruitment and discussion with Public Health England and the WMCA.



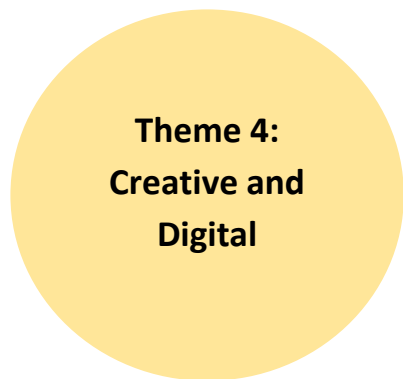
**Theme 3:
Community
Resilience**

1. Subject to the bid’s outcome, work with Birmingham City Council to use the strategic framework to contribute towards the actions needed across the West Midlands to influence behaviour change to get people active leading up to 2022 Birmingham Commonwealth Games by March 2018.
2. Develop a network of Community Activators^{vii} working in and with communities to develop their own ideas, skills, capacity and solutions to get local people and in doing, strengthen the community by March 2018.
3. Strengthen partnerships with West Midlands Police and Fire Service, multi-faith groups and voluntary and community sector organisations to work with and find solutions to use physical activity to bring communities together by March 2018.
4. Promote the Mayor’s Community Days focusing on how getting more communities taking part in physical activity.

2018/19

1. Continue to promote and ensure delivery of the Mayor’s Community Days encouraging communities to take part in physical activity.
2. Monitor the impact of a community activators programme, sharing lessons learnt West Midlands wide and exploring the potential to roll out similar approaches reflective of communities by September 2018.
3. Pilot work to support a community to own their local spaces and assets for local social good by February 2019.

Local Authorities & other Stakeholders	Resources:	September Status:
Constituent Authorities who have expressed a preference to work with the WMCA: Dudley MBC, Coventry CC, Sandwell MBC, City of Wolverhampton Council; Solihull MBC, Walsall MBC Awaiting Outcome: Birmingham CC	Mayor’s Community Days Programme	Supporting the development and marketing of the programme, including potential funding.
Key Stakeholders Engaged: West Midlands Police West Midlands Fire Service, Living Streets, Sport Birmingham Black Country & Coventry CVS, Heart of England Community Foundation, Public Health England. Sport Leaders UK, Birmingham and Solihull Mental Health NHS Foundation Trust.	Sport England	Initial Discussions started



**Theme 4:
Creative and
Digital**

1. Working with the Consortium for the Demonstration of Intelligence Systems (CDIS)^{viii}, review and promote the impact of practice across the WMCA in utilising digital technology to get people active by October 2017.
2. Explore the potential of a West Midlands wide Open Data approach to enable people to find out about local opportunities and book activities by December 2017.
3. Work with Transport for West Midlands to learn and share practice on the sensor trials to capture walking in Birmingham City Centre data by March 2018.

2018/19

1. Investigate the feasibility of encouraging third party activity ‘apps’ linking with Swiftcard^{ix} and Mobility as a service to encourage more people to be active by March 2019.
2. Consider working with communities to develop and deliver digital schemes to encourage people to adopt more active by March 2019.

Local Authorities & other Stakeholders	Resources:	September Status:
Constituent Authorities who have expressed a preference to work with the WMCA: Dudley MBC, Coventry CC, City of Wolverhampton Council, Sandwell MBC, Solihull MBC, Walsall MBC Awaiting Outcome: Birmingham CC	To be identified	
Key Stakeholders Engaged: Birmingham Smart Cities Network, London Sport, Public Health England Awaiting Outcome: Sport England.		

**Theme 5:
Skills for
Growth &
Employment
for All**

1. Promote physical activity and active travel choices to those deemed hardest to reach and inactive, as part of the Department for Work and Pensions (DWP) 'Work and Health Pilot' getting the hardest to reach into work.
2. With the Thrive West Midlands, schools and Association for PE trial and evaluate the impact of targeted work with a cohort of Primary Schools building young people's resilience and physical activity levels by March 2018.
3. Lead work on how we can maximise the apprenticeship reform agenda to deliver new apprenticeship opportunities in the sector by March 2018.
4. With Thrive West Midlands, develop and implement a Workplace physical activity offer and plan as part of the Wellbeing Charter Commitment and Fiscal incentive.

2018/19

1. Promote physical activity opportunities and active travel choices as part of the DWP Work and Health pilot and evidence the impact on getting people closer to the job market and people more active by March 2019
2. Apply the learning from the Primary school resilience trial to extend the programme to targeted schools across the WMCA area by June 2018.
3. The WMCA will establish the West Midlands Sports Skills Factory^{xi} which provides a physical activity career pathway including job creation programmes for example apprenticeships by January 2019.

In June 2107, we submitted a coordinated response to the WMCA's Productivity and Skills Commission's Call for Evidence.

Local Authorities & other Stakeholders	Resources:	September Status:
Constituent Authorities who have expressed a preference to work with the WMCA: Birmingham CC Public Health, Dudley MBC, Coventry CC, Sandwell MBC, Solihull MBC, Walsall MBC & City of Wolverhampton Council. Awaiting Outcome: Birmingham CC Wellbeing Service	Health Devolution Proposals	Developing Devolution business case with Prevention and Wellbeing Team for Oct. 17
Key Stakeholders Engaged: Sport Birmingham, CSW, Active Black Country, West Midlands Fire Service, West Midlands Police, Public Health England, Association for Physical Education, Youth Sport Trust. Sport Leaders UK, Birmingham & Solihull Mental Health NHS Foundation Trust. Awaiting Outcome: Sport England	Thrive West Midlands Centre of Excellence Proposals	Task and Finish Group work underway aimed to complete by end of October 2017.
	Dept. for Education	With Wellbeing Board approval, initial discussions are in place with the DfE regarding the Sugar Tax Levy.



**Theme 6:
Wellbeing**


1. Working with the Thrive West Midlands Director, develop a co-ordinated Physical Activity Offer as part of the Workplace Wellbeing Charter and Commitment^{xii} targeted at those who are currently physically inactive working for Small and Medium Enterprises by September 2017
2. Review of the impact mental wellbeing physical activity programmes in the WMCA area to explore scaling up practice by January 2018.
3. Work with the Thrive West Midlands Director to ensure adequate training is provided in how physical activity can both support and improve mental wellbeing by February 2018.
4. With the Thrive West Midlands Director, explore a pilot co-financing a social-prescription^{xiii} programme to improve mental health and wellbeing by October 2017.

2018/19

1. Working with the Thrive West Midlands Director, evidence the impact of the Workplace Wellbeing Charter Commitment on improving wellbeing in the workplace by March 2019.
2. Examine the impact of the pilot co-financing social prescription programme and explore potential to expanding the programme long term by December 2018.
3. Develop the evidence on the impact of rehabilitation programme have had the daily lives of people who have long term conditions by March 2019.

Local Authorities & other Stakeholders	Resources:	September Status:
Constituent Authorities who have expressed a preference to work with the WMCA: Birmingham CC Public Health, Dudley MBC, Coventry CC, Sandwell MBC, Solihull MBC, Walsall MBC & City of Wolverhampton Council. Awaiting Outcome: Birmingham CC Wellbeing	Health Devolution Proposals	Developing Devolution business case with Prevention and Wellbeing Team for Oct. 17
Key Stakeholders Engaged: Sport Birmingham, CSW, West Midlands Fire Service, UK Active, Public Health England, Sport Leaders UK & Birmingham & Solihull NHS Mental Health Foundation Trust.	Thrive West Midlands Centre of Excellence Proposals	Task and Finish Group work underway aimed to complete by end of October 2017.

2017/18



**Principles of
Delivery**

1. Appoint WMCA Physical Activity Political and Community Champions by October 2017.
2. Launch the Strategic Framework by November 2017.
3. Establish the West Midlands on the Move Working Group, working to its Terms of Reference and reporting to the WMCA's Wellbeing Board on a quarterly basis and Task and Finish Groups as needed by September 2017.
4. Agree commitments from Local Authorities and Stakeholders by September 2017.
5. Negotiate an agreement on future working with Sport England and other strategic partners which does not impact on local authority, CSP and other stakeholder relationships by November 2017.
6. Develop and implement a Resourcing Plan to ensure delivery including Research, Traineeships and grant funding.
7. Work with the Black Country LEP and Health Population Intelligence Network to implement the West Midlands on the Move Performance Management Framework^{xiv} by November 2017.

2018/19

1. Explore the development of a Physical Activity Academic Research Network by September 2018.
2. Develop a WMCA intelligence and insight programme by July 2018
3. Produce and disseminate a 2017/18 Impact Report by 2018

Glossary

ⁱ WMCA Cycling and Walking infrastructure and cycling charter priorities.

ⁱⁱ City Rides – British Cycling initiative sponsored by HSBC, providing a free day of bike riding fun in major cities. <https://www.letsride.co.uk/city-ride>

ⁱⁱⁱ Active Street - transforms your local road or street into a safe, vibrant community space for a few hours at a time <https://www.bvsc.org/news/active-streets>

^{iv} Fields in Trust - <http://www.fieldsintrust.org/>

^v West Midlands Urban Design Forum - <http://www.rtpi.org.uk/the-rtpi-near-you/rtpi-west-midlands/west-midlands-urban-design-forum/>

^{vi} Natural Capital - <http://www.warwickshirewildlifetrust.org.uk/NaturalCapitalVision>

^{vii} Community Activators – www.communityactivators.com

^{viii} CDIS – <http://www.birminghamsciencecity.co.uk/case-study/consortium-for-the-demonstration-of-intelligent-systems/>

^{ix} Swiftcard - <https://www.networkwestmidlands.com/swift>

^x Department for Work and Pensions Work and Health Pilot

^{xi} West Midlands Sports Skills Factory – the potential to scale up the Black Country’s virtual model to provide a framework and platform to promote innovative, information, advice and guidance on the value, pathway, destinations and skills required across the sector; co-ordinate and broker training/cpd to both new and existing workforce to meet identified demand, including apprenticeship training programmes, work with providers, employers and organisations to facilitate a demand led skills development system. <https://www.blackcountrylep.co.uk/news/active-black-country-and-black-country-lep-launch-the-uks-first-sport-and-physical-activity-sector-skills-plan/>.

^{xii} Workplace Charter and Commitment - <http://wellbeingcharter.org.uk/Downloads-Tools.php>

^{xiii} Social Prescription- a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sector <http://www.opm.co.uk/blog/social-prescribing-offers-a-model-to-prevent-ill-health-but-shared-decision-making-could-be-the-mechanism-that-makes-it-happen/>

^{xiv} West Midlands on the Move Performance Management Framework – developed to evidence the impact of increasing levels of physical activity on specific WMCA performance management framework measures.



WEST MIDLANDS
COMBINED AUTHORITY

WMCA Board

Date	13 October 2017
Report title	West Midlands Mental Health Commission Update
Portfolio Lead	Councillor Bob Sleigh - Wellbeing
Accountable Chief Executive	Sarah Norman, Chief Executive, Dudley Metropolitan Borough Council email: sarah.norman@dudley.gov.uk tel: (01384) 815201
Accountable Employee	Sean Russell, Director of Implementation (Mental Health) email: sean.russell@wmca.org.uk tel: 07818 276259
Report to be/has been considered by	WMCA Programme Board - 29 September 2017

Recommendation(s) for decision:

The Combined Authority Board is recommended to:

1. Note progress and update on the current position of the West Midlands Mental Health Commission Action Plan and the work undertaken since the launch of the programme on 31 January 2017.

1.0 Background

- 1.1. The implementation of the Action Plan has focused on a number of key strands of work which have enabled the delivery model to develop into formal activity. This report will describe the first 6 months of activity and the plan to move the programme forward.

2.0 Wider WMCA Implications

- 1.1 It is proposed that a number of the programmes will be developed with partners across the West Midlands Combined Authority footprint. The WMCA will actively seek to engage non constituent members to support the Treasury approach for effective evaluation of national scalability.
- 1.2 The WMCA were allocated a further £7m in the budget of May 2017 to be available for two years from 2018/19 and 2019/20. This funding was ring fenced to support mental health wellbeing in the workplace across the Midlands Engine footprint and was to be used to translate the learning from the Mental Health Commission. Work is now ongoing with the Midlands Engine team and central Government Departments to ensure that the delivery model and approach is agreed in principle to enable to wider roll out of the Mental Health Commissions learning.

2.0 Progress

- 2.1 **Employment and Employer - Thrive into Work – Individual Placement Support (IPS) Trial** – The Thrive into Work programme, which aims to test whether IPS works in primary and community settings, continues to move on at a pace towards its formal implementation launch on 20 October 2017. The total funding obtained from the Work and Health Unit Innovation fund for the pilot has been finalised as £8.335m over three year programme. Over this period, the programme aims to deliver services to approximately 3,346 people who are out of work with a health condition across the four sites. It aims to engage a further 3,313 to be part of a control group. The providers will refer these individuals to existing employment services in their local areas.
- 2.2 Significant progress has been made in the following areas over the last six months: The trial has been submitted to the Health Research Authority (HRA) for ethical approval which received approval on 19 September.
- 2.3 An extensive procurement process to appoint employment providers has taken place during August with the scoring, evaluation and moderation of high quality tender submissions. The final bidders will be notified on Monday 25 September following formal sign off from the WMCA Board on 8th September 2017.
- 2.4 In readiness for the launch and the implementation phase of the programme two interim managers (programme manager and delivery manager) have been engaged to advance clinical engagement and manage the provider contracts which will be in place. Recruitment is about to commence for a small permanent team of staff to manage the programme.
- 2.5 The programme has concluded a formal legal agreement between WMCA and Wolverhampton CCG to host and provide back office support to the programme. This was finalised on 22 September 2017.

- 2.6 **Employment and Employer - Fiscal incentive** – This is the development of a model to test the tipping point at which an employer would initiate wellbeing programmes into the workforce. It seeks to work with 100 small and medium enterprises across the WMCA footprint and works on the premises of a Randomised Control Trial. The programme will focus on key enablers in the company as well as developing wellbeing across mental health, musculoskeletal and obesity linking it to the wider WMCA wellbeing and physical activity strategies. The pilot will take place over two years.
- 2.7 Key partners at local and national level have assisted in the design of the incentive programme which will be submitted to the Work and Health Unit Innovation Fund in mid-September. The original funding proposal was for approximately £2m however, reshaping of the programme has occurred which will be seeking approximately £1.4m.
- 2.8 It is anticipated that recruitment of the business for the pilot will occur in late November / early December and seek to commence in January 2018. These will need to be from across the wider WMCA footprint to support the approach of scalability and also ensure we test across a host of different business sectors.
- 2.9 The programme will be formally evaluated by an academic partner and will seek to support wider discussion with Government Departments in 2019/2020. Procurement for the delivery agent for the evaluation of the programme will commence in early October.
- 2.10 **Employment and Employer- Wellbeing Charter** – Developing support for this programme with existing provision occurring within the local landscape has commenced. Local Authority employer engagement leads and Directors of Public Health have supported the continued promotion of the approach. A number of public and private sector bodies have commenced the approach with a Coventry City Council taking a leading role in the recruitment of business and organisations. All Chambers of Commerce and LEPs have also supported the promotion of this approach. A further strong commitment has been shown by West Midlands Fire Service and Jaguar Land Rover to this agenda by both completing the Wellbeing Charter accreditation.
- 2.11 On Friday 15 September Liverpool City Council issued a termination notice for Local Authorities to cease using the Work Place Wellbeing Charter. Work is ongoing with other bodies to challenge this approach, whilst developing a contingency position.
- 2.12 It is anticipated that the Midland Engine work stream funding will support the wider roll out of a wellbeing programme. It is expected that this will create some additional resource to enable delivery and scalability.
- 2.13 **Employment and Employer - Social Value Procurement** approach for wellbeing – As part of the Action Plan a concept to create a ripple effect of improved employer/ employee wellbeing was proposed. The WMCA have taken this forward to develop the principles and process for delivery. It is hoped that once this process has been developed it can be shared more widely across the WMCA and Midlands Engine Footprint to support the cultural shift in increased employee wellbeing as a means to improving productivity.
- 2.14 **Housing First work stream**
- 2.15 The WMCA mental health commission action plan identified housing as a key area in the promotion of improved mental health. The development of Housing First, an emerging model of housing and support provision, was one of its recommendations.

- 2.16 In June 2017 a small project group was established, comprised of representatives of the WMCA PSR team, local housing association providers, the local branch of the National Housing Federation and the community and voluntary sector. The group has met twice, once in June and again in August.
- 2.17 The focus of its work thus far has been to gather evidence on existing models of Housing First and a review of the evidence and literature is being prepared and will be completed by mid-September. The group also developed a set of key questions for local commissioners and providers in councils and housing associations across the region. These questions formed a 'call for information' and were designed to establish the likely level and type of need. Initial response rates were poor, in part due to the summer holiday period. Follow-up contact has been made and the information should be complete by mid-September.
- 2.18 From this data and the evidence, the group will shortly develop a proposed model of Housing First, and in an effort to test the concept, seek willing partners to pilot it. In developing the model, the group is mindful of current work taking place in various councils, notably in the Black Country and in Birmingham. Discussions have taken place between the project lead and the Implementation Director with those areas and where opportunities exist to partner or join up our work, this will be taken forward. The group is also linked in to the work of the Mayor's Homelessness Taskforce to ensure there is connectedness with their work, and to avoid duplication.
- 2.19 The group is also liaising with the national body with expertise in this field, Housing First England and with the Centre for Mental Health. Work is also in train to establish the viability of funding sources, with particular focus upon the potential for the use of Social Impact Bonds and the appetite for that type of approach as well as exploring other potential sources of funding from outside the public sector.
- 2.20 **Criminal Justice - Engager Programme** - The WMCA Mental Health Commission Action Plan identified criminal justice as a key area in the promotion of improved mental health. The development of Engager Intervention model, a psychological intervention to support prisoner leaving prison, was one of its recommendations. The programme is moving along steadily.
- 2.21 HMP Featherstone has been identified as the host prison with the cohort of detainees to be engaged with the programme will be located from within the Wolverhampton City Council area.
- 2.22 Funding has been agreed from the Police and Crime Commissioner (£80k), with an agreement for funding to be released at the start of the programme (giving the WMCA 12 months to run the programme).
- 2.23 All core stakeholders have now been engaged and are contributing to the designing of outcome measures for the programme to ensure that the programme complements local priorities.
- 2.24 Moving forward, the legal and procurement teams at the West Midlands Combined Authority are supporting the design the service specification and identify the procurement options. The team are currently adapting the academic test pilot Engager model protocols and practitioner manuals for use in the West Midlands pilot.
- 2.25 It is anticipated that the programme will commence in January and to start see the first interventions in early 2018.

- 2.26 **Criminal Justice - Mental Health Treatment Requirements** – The West Midlands has now been identified as one of five national Test Bed sites. Work is ongoing in Birmingham with key stakeholders to develop the model of delivery which will give courts a sentencing option of a Mental Health Treatment Requirement.
- 2.27 The programme in Birmingham has been developed with NHS Offender Health, Birmingham Cross City CCG and the Health Exchange to enable delivery of primary care interventions for low level offending behaviour. Birmingham will be a wave one site seeking to go live in October with Wave two sites (Black Country and Coventry) seeking to be developed in the next financial year.
- 2.28 Funding for this project has come from NHS England and the Police and Crime Commissioner. It is hoped that further discussions with partners will unlock additional funding for the wave two sites.
- 2.29 **Improving Care - Primary Care Mental Health**
- 2.30 The aim is to provide a blueprint for the development of the compassionate and effective management of people with mental and emotional health difficulties in primary care. The lead GPs are working with a range of clinical, commissioning and academic partners including STPs, Universities, Academic Health Sciences Network, Public Health and NHS England.
- 2.31 There are many interesting examples of approaches around the country which aim to deal with various parts of this rich and complex area of care, and an emerging collaboration between public and personal health as well as the social and medical models of health care and support. Colleagues across the country are actively developing ways of working to address a range of issues, using creative methods and inter-disciplinary working to achieve improvements in some of the following:
- prevention of mental illness particularly in people who have suffered significant adversity in childhood;
 - managing crisis in ways which allow a range of coordinated alternatives and to reduce the harm caused by mistreatment of people in acute distress;
 - more efficient and holistic navigation for primary mental distress;
 - better management of people with long term conditions compounded by mental health problems;
 - the management of people with complex difficulties who often fall between services;
 - the unnecessary attendance at A&E of many people with mental distress;
 - people with medically unexplained persistent symptoms;
 - the life-expectancy discrepancy between people with severe and enduring mental illness and the rest of the population.
- 2.32 The operational group are actively involved in sifting through literature regarding primary care mental health, looking at local, national and international examples of good care, and aim to provide a series of suggestions within the next month, with the intention that exemplar sites will be found around the region to take these ideas forward, in conjunction with STP and the Five Year Forward View (FYFV), in order to demonstrate tangible ways in which parity of esteem and value can be achieved for people with mental health problems.

- 2.33 This will involve something of a sea change in approaches for some people, changes in how people manage, communicate and share risk and the involvement of service users, people with lived experience in the development and evolution of systems of care. This represents a significant social challenge for us- underpinning all health with good mental health is a brilliant strapline but we need to make it an increasing reality rather than a pipedream.
- 2.34 As part of the above specific thought is being given to the following: Peer support, Social prescribing, the development of an emotional Trauma network around the region-fostering trauma-awareness and good practice, Complexity work with public health- work on an understanding of how some of the people whose care (or lack of care) often costs our society vast sums of money but who are often not recognised or offered help which actually meets their needs.
- 2.35 Links with clinical STP developments for general practice as well as the WMCA work streams of criminal justice, housing, employment and schemes/aspirations like zero suicide are fundamental to trying to ensure that we don't end up with a system full of gaps.
- 2.36 The backdrop of uncertainty in the future of general practice (projected vastly reducing numbers of GPs over the coming years), the push-me-pull-you of STPs trying to bring their budgets in line, the role of accountable care organisations and Federations, and the alignment of health and social care are all factors which will inevitably influence this work, and stiffen the challenge of making universally acceptable proposals.
- 2.37 To develop further the team are planning separate workshops with the West Midlands Mental Health Commissioning network, NHS England and Health Services Management centre in October to look at the clinical, commissioning and academic ramifications of our proposals.
- 2.38 **Improving Care - Merit Vanguard (Mental Health Provider approach)** – Collaboration is ongoing with the five Mental Health providers in the WMCA metropolitan areas and wider connectivity through the NHS England Mental Health Alliance across the four regional STPs. Out of area placements, restraint in Mental Health units and work on early access for psychosis is in development. It is anticipated that by winter 2017 out of area placements will only be undertaken in exceptional circumstances when specialist care is not available locally. This particular work stream will be a focus of activity over the next quarter.
- 2.39 Further work on the equality agenda is being developed with specialist support from Dr Karen Newbigging (University of Birmingham) and Jacqui Dyer who sat on the national Mental Health Task Force. The focus is seeking to understand equality of access and equality of outcomes and will seek to support the wider development of service redesign across the region.
- 2.40 **Community Engagement - Zero Suicide ambition** – In May 2017, the “Walking out of Darkness” event took place in Birmingham with approximately 550 people taking part in an 8 mile walk along the canal network of Birmingham. Led by “CLASP” Suicide prevention charity and supported by many regional stakeholders including WMCA, Public Health England, Kaleidoscope plus and Birmingham Mind. The event was launched for year one and is seeking to grow year on year.
- 2.41 The Second year event is planned for Sunday 6th May 2018. A planning event is due to take place in late October or early November. The event will seek to start and finish in Birmingham City Centre with an ambition to recruit at least 1500 participants. To support this it is requested that this event is promoted wherever possible.

- 2.42 **Community Engagement -Supporting the drive to prevent suicide.** A paper is being presented to the Directors of Public Health in the region in September 2017 which seeks to develop the wider narrative around zero suicide. The position should be that suicide is not inevitable, it is preventable. Within the WMCA, our approach should be to make suicide prevention everybody's business as well as developing a personal asset based approach which gives people hope. This approach will build on the existing work in the region and support by creating a regional strategic approach with oversight to embed this cultural shift.
- 2.43 **Community Engagement - Mental health literacy programme** – work is ongoing to develop a mental health literacy programme which would be delivered across four levels. The approach would seek to deliver a digital universal programme to 300,000 people with focus on students and employees and communities. This model would be similar to the dementia friends approach. The second tier would be to support line managers and champions and seek to develop wider awareness and navigation to support with the next two tiers targeting key individuals and groups across the region. Work is ongoing with Mental Health First Aid England to support the programme with a programme development manager. This approach would also fit into the wider Midlands Engine agenda and support the overarching ambition to train 500,000 people in mental health awareness in ten years.
- 2.44 **Community Engagement - Citizen Jury THRIVE MH Cafes** – The original citizen jury group have developed into a cooperative and are now starting to develop a crisis café model (THRIVE CAFÉ) in two localities in the region. Birmingham Wellbeing Board have agreed to test a district model of this approach and the Black Country Mental Health Partnership are supporting this in the Black County.
- 2.45 The approach will seek to learn from national best practice and will work alongside provider Recovery College models. For sustainability support will be garnered from the Third Sector and peer support networks. The WMCA MH Commission are designing the pilot programmes to devise a sustainable model.
- 2.46 It is anticipated that within 12 months the initial model will be tested and a scalable model will be ready to share across the wider WMCA. To support the resource element, the programme will seek to recruit volunteers from the mental health literacy programme to develop a volunteer network building on the community asset based approach.
- 2.47 **Community Engagement - Global City Network** – As part of the THRIVE West Midlands approach there is an opportunity to develop the global cities network. A conference took place in Philadelphia and New York in September to align the THRIVE Cities and create a learning event for wider development. Sarah Norman (Chief Exec. DMBC) represented the Commission and will develop an approach to ensure learning from the event can be translated into activity in the Commission.

3.0 Financial implications

- 3.1 There are no new financial implications.

Confirmation of Government funding for the IPS programme of £8.3m has been received. The first payment of £0.479m has now been made to WMCA and will fund implementation costs. The remainder will be paid to WCCG in quarterly instalments to fund delivery in each area and the cost of management, administration, monitoring and reporting and include ring-fence of funds for any emerging financial liabilities and exit payments.

Spend against the WMCA Mental Health Commission for 2017/18 is behind budget for the first half of the year but is expected to be on track by the end of the financial year.

5.0 Legal implications

- 5.1 The current THRIVE into Work programme is in the final stage of design. The WMCA have received confirmation of the required funding and have received Ministerial approval for the Programme. The WMCA are currently waiting on the final Memorandum of Understanding from the Department of Work and Health to complete the due diligence on behalf of the WMCA. The legal agreement between WMCA and Wolverhampton CCG to host and provide back office support to the programme has been finalised.
- 5.2 The Programme has been initiated by the West Midlands Mental Health Commission under the authority of the West Midlands Combined Authority.

6.0 Other implications

- 6.1 Nil

7.0 Schedule of background papers

- 7.1 Nil

8.0 Appendices

- 8.1 Nil



WEST MIDLANDS COMBINED AUTHORITY

Investment Board

Friday 4 August 2017 at 10.00 am

Minutes

Present

Councillor Izzi Seccombe (Chair)
Sean Farnell

Councillor Robert Hulland
Councillor Majid Mahmood
Sue Summers

Warwickshire County Council
Coventry and Warwickshire Local
Enterprise Partnership
Solihull Metropolitan Borough Council
Birmingham City Council
Finance Birmingham

In Attendance

David Cockroft
Gerald Gannaway
Nick Oakley
Mark Taylor

Coventry City Council
Finance Birmingham
Finance Birmingham
West Midlands Combined Authority

Item Title No.

10. Apologies for Absence (if any)

Apologies for absence had been received from Councillor Jim O'Boyle (Coventry City Council), Councillor Majid Mahmood (Birmingham City Council), Councillor Peter Richards (Stratford on Avon District Council), Nick Abell (Coventry and Warwickshire Local Enterprise), Paul Brown (Black Country Local enterprise Partnership) and Gary Taylor (Greater Birmingham and Solihull Local enterprise Partnership).

11. Declarations of Interests (if any)

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

12. Chair's Opening Remarks

The Chair welcomed Sean Farnell to the meeting in his capacity as the substitute member for Nick Abell (Coventry and Warwickshire Local Enterprise Partnership).

She commented on the number of absentees and requested that a letter be sent to the regular absentees reminding them of the opportunity to contribute to the business of the Investment Board.

13. Minutes of last meeting

Resolved:

That the minutes of the meeting held on 7 July 2017 be confirmed as a correct record and signed by the Chair.

14. Matters Arising

There were no matters arising from the minutes of the meeting held on 7 July 2017.

15. Exclusion of the Public and Press

Resolved:

That in accordance with Section 100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any particular person (including the authority holding that information).

16. CIF / LRF Dashboard

Nick Oakley presented the CIF / LRF Dashboard as at 1 August 2017 which detailed:

- WMCA CIF / LRF – Investments committed and completed funds;
- WMCA CIF / LRF – Geographical committed deal values and totals diagrams;
- WMCA CIF / LRF – Pipeline – WIP.

Sean Farrell enquired to the total size of the Fund and the amount currently committed. Nick Oakley advised that the total size of the Fund was £60m of which £27.7m was committed currently. Following a further question from Sean Farnell he explained how the Fund was sources and managed. Sue Summers added that the facility letter included provision to amend the interest rates should that be necessary.

Resolved:

That the Dashboard be received and noted.

17. Barberry Developments

Nick Oakley presented a report on applications for three Collective Investment Fund (CIF) Senior Debt Loans totalling £10.3m over a two year term repayable from the sale of the completed units and responded to questions posed by those present.

Resolved:

That the Senior Debt Loans as now reported be approved.

18. Chase Midlands Estates Ltd

Gerald Gannaway presented a report on an application for a Collective Investment Fund (CIF) Senior Debt Loan in the sum of £7m over a two year term repayable from sale as an investment and responded to questions raised by those present.

Resolved:

That the Senior Debt Loan as now reported be approved and Finance Birmingham be requested to investigate the opportunity to secure an additional profit based return if a higher value is achieved.

The meeting ended at 11.10 am.

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WEST MIDLANDS COMBINED AUTHORITY

Transport Delivery Committee

Monday 10 July 2017 at 1.00 pm

Minutes

Present

Councillor Phil Davis (Vice-Chair)	Birmingham City Council
Councillor Pervez Akhtar	Coventry City Council
Councillor Adrian Andrew	Walsall Metropolitan Borough Council
Councillor Mohammed Fazal	Birmingham City Council
Councillor Mohammed Hanif	Dudley Metropolitan Borough Council
Councillor Kath Hartley	Birmingham City Council
Councillor Diana Holl-Allen	Solihull MBC
Councillor Roger Horton	Sandwell Metropolitan Borough 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

In Attendance

Guy Craddock	Transport for the West Midlands
Wayne Farrington	West Midlands Combined Authority
Jon Hayes	Transport for the West Midlands
Matt Lewis	Transport for the West Midlands
Steve McAleavy	Transport for the West Midlands
Sandeep Shingadia	Transport for the West Midlands

Item Title

No.

- 1. Appointment of Chair**

The committee noted the appointment of Councillor Richard Worrall to the position of Chair that was made at the AGM of the West Midlands Combined Authority Board on 23 June 2017.
- 2. Appointment of Vice-Chairs**

The committee noted the appointment of Councillor Philip Davis and Councillor Timothy Huxtable to the position as Vice-Chairs that was made at the AGM of the West Midlands Combined Authority Board on 23 June 2017.
- 3. Apologies for absence**

Apologies for absence were received from Councillor Robert Alden, Councillor Gurcharan Sidhu and Councillor Richard Worrall.

4. Chair's Remarks

Councillor Philip Davis took that Chair as Councillor Richard Worrall was unavoidably away on family business. The Vice-Chair welcomed returning members and new members Councillor Mohammed Hanif and Councillor Gurcharan Sidhu to the Authority's Transport Delivery Committee.

5. Minutes of the meeting held on 12 June 2017

The minutes of the meeting held on 12 June 2017 were agreed and signed by the Vice-Chair as a correct record.

6. Matters Arising

(a) Financial Outturn Report (minute no. 121(a)16 refers)

Councillor Ted Richards expressed concern at the continued changes being made to the X70 timetable and its route. The Head of Network Delivery explained the reasoning behind National Express West Midlands decision to make more changes to the X70 service and assured the committee that Transport for West Midlands continued to monitor and review these changes.

(b) Financial Outturn Report (minute No. 121/(b)16 refers)

Councillor Judith Rowley explained that she had yet to receive a briefing note with regard to rail station cycle facilities. The Head of Programme Development agreed to re-send a copy of the briefing note to Councillor Judith Rowley.

7. Correspondence/ Petitions

Councillor Mohammed Fazal submitted a petition containing 77 signatures requesting the installation of a bus stop between Fernley Road and Evelyn Road, Sparkhill, Birmingham.

Resolved:

(1) That the petition be noted.

8. Terms of Reference

The committee considered a report of the Head of Governance that set out the terms of reference for the Transport Delivery Committee which had been agreed by the West Midlands Combined Authority Board on 7 April 2017, as part of the WMCA's Constitution. Councillor Philip Davis welcomed the terms of reference as continuing to reflect the core oversight role of Transport Delivery Committee and the detailed work members did for and with transport users and providers.

Resolved:

(1) The terms of reference for Transport Delivery Committee for 2017-18 as set out in the report be noted.

9. Calendar of Meetings 2017/18

The committee considered a report of the Head of Governance that set out the schedule of meetings for the Transport Delivery Committee for 2017-18.

Resolved:

(1) Meetings of the Transport Delivery Committee be held at 1:00pm on the following dates:

4 September 2017
9 October 2017
6 November 2017
4 December 2017
8 January 2018
5 February 2018
5 March 2018
9 April 2018
14 May 2018
11 June 2018

10. Appointments 2017/18

The committee considered a report of the Head of Governance on the appointment of Lead Members and members to sit on other bodies for 2017-18.

The Transport Delivery Committee for 2016-17 had three lead members (in addition to the Chair and Vice-Chair). At its meeting on 12 June 2017, this committee agreed a motion that proposed a proportional model of working, within its existing Special Responsibility Allowance budget, namely: 1 x Chair (Labour) x2 Vice-Chairs (x1 Labour and x1 Conservative) and Lead Members (x2 Labour and x1 Conservative). This approach was approved by the West Midlands Combined Authority Board on 23 June 2017.

The Vice-Chair reported that the appointments to Lead Member positions and the specific portfolio responsibilities had yet to be determined. He proposed that a Task & Finish Group be established consisting of Chair and Vice-Chairs to undertake a review of the appointments and portfolio responsibilities. A report would be submitted to the next meeting, along with a recommendation as to the appointments to the Lead Member positions for 2017-18 and portfolio responsibilities.

Pending the review the current Lead Members would remain in post, subject to the following agreed change in the Safe & Sustainable Transport Lead. The Vice-Chair explained that Councillor Judith Rowley would be replaced by Councillor Diana Holl-Allen as a Lead Member for 2017-18. He thanked Councillor Judith Rowley for her work and contribution to safety, equality and sustainable transport issues over the years.

Resolved:

- (1) A Task & Finish Group be established that comprised of the Chair and Vice-Chairs to review the appointments to the Lead Member positions and specific portfolio responsibilities; and
- (2) A report with a recommendation as to the appointments to the Lead Member positions for 2017-18 and portfolio responsibilities be presented to 4 September meeting.

11. TDC Annual Review 2016/17

The committee considered a report of the Chair and Vice-Chair on the achievements of the Authority's Transport Delivery Committee during 2016-17.

Councillor Daniel Warren welcomed the report and commented that the Wolverhampton Interchange project, which was considered to be one of the biggest interchange projects happening in the region at the moment, was not mentioned within the report. Councillor Philip Davis proposed that in future the Annual Review Report be circulated to members in draft for comments.

Resolved:

- (1) The report be noted.

12. Financial Monitoring Report

The committee considered a report of the Head of Finance that set out the financial position as at 31 May 2017; the first report for 2017-18 financial year.

Councillor David Stanley enquired about the cost of the Metro track replacement works in Wolverhampton, previous works undertaken on the Bilston Road in Wolverhampton and remedial track replacement works in Birmingham City Centre. The Lead Accountant for Transport agreed to provide a briefing note in relation to the costs associated to these schemes to Councillor David Stanley, Councillor Roger Horton, Councillor Daniel Warren and Councillor Judith Rowley.

Resolved:

- (1) The year to date net revenue expenditure for 2017-18 showed a favourable variance of £0.194m compared to budget be noted. There was no change in the full year position to date;
- (2) The total capital expenditure within the overall transport programme was over budget by £0.3m (5%) be noted; and
- (3) It be noted that the treasury indicators were within expected range and there were no issues to highlight.

13. 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 2017-18 programmes and projects.

The Vice-Chair asked about the current status of the WMCA Asset Management System project. The Head of Programme Development, stated that the position had improved since the performance dashboard report was prepared.

Councillor Timothy Huxtable enquired about the length of time the Birmingham City Centre One Station project would be on hold and highlighted the importance of its introduction alongside the opening of HS2 in 2026. The Head of Programme Development provided further details around the status of the project and, as requested, agreed to arrange a briefing for the Vice-Chair and Councillor Roger Horton.

Councillor Timothy Huxtable proposed that a briefing session for Transport Delivery Committee be held when further information about the scope of the project had been received, giving members the opportunity to comment on the proposals in terms of connectivity and how the project would work for the region. The Head of Programme Development noted this request and agreed to arrange a briefing session for this committee at the appropriate time.

Councillor Roger Horton requested a progress update on the improvements to the ground infrastructure to improve wifi on-board the trams. The Head of Programme Development agreed to provide a briefing note to Councillor Roger Horton in respect of the project.

Councillor Adrian Andrew enquired about the Bus Station Refurbishment project, making particular reference to Walsall St Pauls and the visioning workshop that was held on 26 May. The Director of Transport Services agreed to provide Councillor Adrian Andrew with a briefing note in respect of the workshop and on the progress to date.

In response to a question raised by Councillor Roger Horton, the Head of Programme Development explained the reasons for the delay in the installation of the new totems at New Street Station and envisaged that this would be installed during August.

Resolved:

- (1) The achievements since 8 May 2017 meeting of the Transport Delivery Committee be noted;
- (2) Progress of deliverables under the 2017-18 Capital Programme be noted; and
- (3) Variations from the baseline programme where indicated be noted.

14. Solihull Advanced Quality Bus Partnership Scheme

Councillor Kath Hartley presented a report seeking the endorsement of Transport Delivery Committee for the West Midlands Combined Authority Board to formally make the Solihull Town Centre Advanced Quality Partnership Scheme.

The Head of Network Delivery explained that as part of the governance process the proposal for a Solihull Town Centre Advanced Quality Partnership Scheme had to be presented to Solihull Metropolitan Borough Council on 10 August 2017 for formal approval, and he therefore proposed an amendment to recommendation no. 2 of the report as follows:

“As per the terms of reference for the Transport Delivery Committee, it be recommended to the West Midlands Combined Authority Board that the Solihull Town Centre Advanced Quality Bus Partnership Scheme is formally agreed and made in August 2017 for implementation in November 2017, subject to approval by Solihull Metropolitan Borough Council at its meeting on 10 August 2017”.

The Head of Network Delivery added that an Advanced Quality Partnership Scheme was introduced in towns and cities where there was investment going into the area and the introduction of the Solihull Advanced Quality Partnership followed the improvements made as part of Solihull Gateway and Lode Lane schemes.

Councillor Timothy Huxtable added that when implementing partnership schemes orbital routes also needed to be considered due to the substantial amount of investment. He referred to the no. 11 service and traffic gyratory system at the junction of Flaxley Road/Iron Lane/Station Road.

Councillor Roger Horton enquired about the roll out of future Advanced Quality Partnership Schemes and in particular Sandwell town centre. The Head of Network Delivery explained that for the Authority to meet its objectives of partnerships across the West Midlands these had to be introduced at key centres including West Bromwich that would also benefit other centres, and as more of these partnerships were introduced Sandwell would also receive the benefit of the scheme.

With regard to the procedure that was followed to implement an Advanced Quality Partnership Scheme, the local Transport Act 2008 stated that the scheme was to be advertised within the local newspaper but specifically stated that the Authority was not required to undertake a full public consultation on the scheme.

Resolved:

- (1) The approval of the making of the Solihull Town Centre Advanced Quality Bus Partnership Scheme (AQBPS) in August 2017 for implementation in November 2017 be endorsed; and

- (2) As per the terms of reference for the Transport Delivery Committee, it be recommended to the West Midlands Combined Authority Board that the Solihull Town Centre AQBPS was formally agreed and made in August 2017 for implementation in November 2017, subject to approval by Solihull Metropolitan Borough Council at its meeting on 10 August 2017.

15. Presentation : Swift Delivery Update

The committee received a presentation from the Head of Swift on the progress being made in relation to Swift.

The presentation provided information on the success to date of the Swift vending machine pilot at Wolverhampton bus station and the rollout of a further 20 machines to a number of locations, Swift Add-on to nTrain and nNetwork, Swift and the Big Sleuth, Swift and child ticketing, Swift as a wider payment platform and Swift and the Commonwealth Games.

Councillor Chaman Lal enquired about the Swift vending machines and the provision of cash payments. This payment option was not included as part of the pilot at Wolverhampton bus station but it was considered that it would be useful to ask the customer, through the 'on-screen' survey, about their preferred method of payment. The Head of Swift agreed to feedback to Transport Delivery Committee prior to the further rollout of the Swift vending machines.

In response to a question raised by Councillor Timothy Huxtable with regard to the rollout of Swift to non-constituent areas, the Head of Swift agreed to ensure that the information on the rail map that was included within the presentation corresponded with the list of non-constituent councils that were identified in the report presented to the West Midlands Combined Authority Board on 23 June 2017.

The Head of Swift noted Councillor Roger Horton's comments in relation to those customers with a visual impairment being able to use the Swift vending machine to make a purchase.

Councillor Philip Davis asked whether there was a threat to Swift investment because of the number of contactless payment options available. The Head of Swift noted that these two services enhanced each other and statistics had shown that 20% of people did not have a bank card.

The Head of Swift agreed to forward a copy of the rail map included within the presentation to all members of Transport Delivery Committee.

Resolved

- (1) That the presentation be noted.

16. WMCA Update -Transport Reports for Information Only

The committee considered three reports that had been approved by the West Midlands Combined Authority Board at its meeting on 23 June 2017.

These were: Canal and River Trust – agreement of a memorandum of understanding, Swift vending machines wider roll-out and Swift on rail at non-constituent member stations.

In respect of the Memorandum of Understanding between the West Midlands Combined Authority and Canal and River Trust, the Head of Programme Development provided an update on some of the examples of joint working and the challenges. A Memorandum of Understanding between the Canal and River Trust and Network Rail was proposed as both operated alongside each other.

Resolved:

(1) That the reports be noted.

17. Forward Plan

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

Resolved:

(1) That the report be noted.

18. Date of Next Meeting

Monday 4 September 2017 at 1:00pm

The meeting ended at 3.00 pm.

[NOT PROTECTIVELY MARKED]



WEST MIDLANDS
COMBINED AUTHORITY

Overview and Scrutiny Committee

Date 12 September 2017

Minutes

Members

Councillor Peter Hughes	Sandwell Metropolitan Borough Council (Chair)
Councillor Julie Baines	Dudley Metropolitan Borough Council (substitute for Cllr Rachel Harris)
Councillor Rose Burley	Walsall Metropolitan Borough Council
Councillor Peter Douglas Osborn	Birmingham City Council
Councillor John Glass	Warwickshire Non-Constituent Authorities
Councillor John McNicholas	Coventry/Solihull (substitute for Cllr Richard Brown)
Councillor Yvonne Mosquito	Birmingham City Council
Councillor John Mutton	Coventry City Council
Councillor Ian Shires	Association of Black Country Authorities
Councillor Stephen Simkins	City of Wolverhampton Council
Councillor Claire Spencer	Birmingham City Council
Councillor Kate Wild	Solihull Metropolitan Borough Council (substitute for Cllr Diana Holl-Allen)
Sarah Windrum	Coventry & Warwickshire LEP
Councillor Nina Wood-Ford	Worcestershire Non-Constituent Authorities

In Attendance

Councillor Daniel Barker	Association of Black Country Authorities
Councillor John O'Shea	Birmingham City Council
Gennie Holmes	Coventry City Council
Tim Martin	West Midlands Combined Authority
Sarah Sprung	Sandwell Metropolitan Borough Council / West Midlands Combined Authority
John Edwards	West Midlands Fire Service
Karen Gowreesunker	West Midlands Fire Service
Chris Tranter	West Midlands Fire Service

By Invitation

John Cade	Institute of Local Government Studies (INLOGOV)
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1. Apologies for Absence

Apologies for absence had been received from Councillor Richard Brown, Councillor Dean Carroll, Councillor Joe Clifford, Councillor Rachel Harris, Councillor Nathan England, Councillor Eddie Hughes, Councillor Chris Worsey, Jan Britton, Paul Brown, Dr. Chris Handy and Emma Williamson.

2. Welcome and Introductions

The Chair, Councillor Peter Hughes, welcomed all those present to the meeting and introductions were duly made. The Chair thanked Councillor John Edwards, Karen Gowreesunker, and Councillor Chris Tranter for attending the meeting to present the report on the 'West Midlands Fire and Rescue Authority –Transition to West Midlands Combined Authority'.

The Chair reminded members to ensure their authority puts forward the name of their substitute member as this committee requires attendance from 13 members to be quorate. He added that he would like the substitute members to be involved in the work of the committee.

3. Declarations of Interest

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

4. Minutes

Resolved:

That the minutes of the meeting held on 21 March 2017 be confirmed as a correct record and be signed by the Chair.

5. Matters Arising

The Chair reported that 'matters arising' was not usually included as an agenda item, but took the opportunity to provide feedback on his meeting with Andrew Browning, Chief of Staff for the Mayor. He reported that the meeting had been very positive and that Andrew Browning was keen for the 'Ask Andy' sessions in the future to focus on policy areas that might align to the work of the Overview & Scrutiny Committee, providing a channel for public consultation. Whilst remaining part of the formal scrutiny mechanism, the proposed Overview & Scrutiny Mayor's 'Question Time' sessions (initially relating to the Mayor's policy and budget proposals), it was agreed that these fitted quite neatly into the 'Ask Andy' informal programme.

The Chair informed members that the Mayor had asked the Scrutiny Committee to carry out a piece of work looking into resources across the WMCA, in comparison with other Combined Authorities and the London Assembly, and it was acknowledged that this work could be used as lobbying tool.

Councillor Peter Douglas Osborn referred to the Unauthorised Encampments Summit Report by the Police and Crime Commissioner to the WMCA Board in April and considered that this committee should ask the WMCA Board to undertake further work to seek WMCA-wide solutions rather than shifting the problem from one local authority to another. Councillor Claire Spencer reported that as part of the series of actions arising from the summit, the seven West Midlands Planning Authorities need to lobby Government for additional police powers to deal with the problem.

The Chair was of the opinion that this subject was really outside the scope of this Overview & Scrutiny Committee, but suggested that a summary report on progress from the unauthorised encampments summit could be submitted (for information only) to the next meeting, and this was agreed.

The Head of Governance, Tim Martin, confirmed that the WMCA does not have any powers in relation to travellers as statutory powers are given to individual local authorities and this was not a matter for the WMCA or this committee to resolve. However, he considered that the WMCA could seek to lobby Government regarding the transit issue and interface with the police as the law could be changed with regards to the transit of travellers.

Councillor Stephen Simkins enquired as to where the WMCA Constitution sits within this Committee, in particular with regard to oversight of the budget allocation for the Mayor's Office and the recruitment process for the appointment of the Mayor's Chief of Staff. The Head of Governance reported that the Mayor's budget was on the work programme for the WMCA's Audit, Risk and Assurance Committee and the WMCA's HR department would have been involved with the recruitment process for the Mayor's Office; the appointments are co-terminus with the Mayor's tenure. Cllr Simkins asked for further clarification on this process.

Councillor Ian Shires expressed his concerns that 'Andy Street's Renewal Plan' for the West Midlands was publicised and 'labelled up' as a plan by the Conservatives, which he feels conflicts with Governance rules, and asked for this issue to be examined further.

Further to comments made by Councillor Stephen Simkins, Councillor Claire Spencer noted that the organisation's priorities should determine what they spend and deliver and consideration could be given to how scrutiny and delivery is resourced within the WMCA. Councillor Claire Spencer added that she would welcome this committee being involved with the public reform agenda.

Councillor John Mutton reported that he concurred with the comments made by colleagues regarding the Mayor's Budget and he would also welcome the opportunity to examine the WMCA's budget to see whether money is being spent in an appropriate way. The Chair noted that Councillor Mutton had indicated that he wanted to be member of the Budget Task and Finish Group.

The Chair informed the committee that it had been arranged that the Mayor would address both WMCA's Audit, Risk and Assurance Committee and Overview and Scrutiny Committee on 15 September at 12 noon at 16 Summer Lane and all were welcome to attend.

In relation to future agendas for the committee, the Chair invited members to send any requests for items to be added to the agenda to him.

Resolved:

1. That the Police and Crime Commissioner's Office submit a progress report, for information, on the actions following the unauthorised encampment summit to the next meeting.

6. Mayoral WMCA Governance of WMCA of the West Midlands Fire Service

The committee considered a report of the Chief Fire Officer on the proposals regarding the future governance of the West Midlands Fire Service which included the timeline and legislative process for this to happen.

It was noted that the WMCA Board had approved a report at its meeting on 8 September 2017 and had agreed to the development of a governance review, including a scheme to consider whether the proposed roles and functions of the West Midlands Fire and Rescue Authority (WMFS) should be transferred to the Mayoral WMCA.

John Edwards, Karen Gowreesunker and Chris Tranter from West Midlands Fire and Rescue Authority were in attendance to present the report and respond to questions from members.

In relation to the proposed model that would form part of the consultation process, it was noted that, between October–December 2017, approval would be sought from each of the 7 West Midlands Metropolitan Local Authorities, prior to further public consultation.

Councillor Ian Shires enquired as to whether the Association of Black Country Authorities (ABCA), which he represented on the Overview & Scrutiny Committee, would be involved in the consultation alongside the seven Metropolitan Authorities. Karen Gowreesunker clarified that ABCA would be involved as part of the public consultation after December.

Committee members expressed concerns regarding the proposed future governance arrangements, particularly the proposal that power would rest with one person - the Mayor of the WMCA. John Edwards informed the Committee that, in order for the Government to agree the governance arrangements, there was a specific requirement for the Mayor to exercise Executive powers. He also advised that he expected the Mayor would want to involve other members in his role, and the proposed Mayoral Fire Advisory Committee would reflect the balance and membership across the seven constituent authorities. In addition, the Mayor must be accountable in accordance with national guidelines

The committee considered that it was imperative that its' members should have an input into the proposed governance arrangements, and it was the general view of this committee that the scrutiny function should be separated out from the proposed Mayoral Fire Advisory Committee.

John Edwards gave reassurances that the views and contribution of the WMCA Overview and Scrutiny Committee were critical to any change, but re-affirmed that the Executive powers would sit with the Mayor under the proposed model, whilst the proposed Mayoral Fire Advisory Committee would not have any executive powers. He further advised that he would be attending meetings with the seven constituent authorities in the autumn and wider consultation would be undertaken next year so there would be plenty of opportunity to question the proposals. He also confirmed that he had no issue with this committee discussing the model.

The Chair suggested setting up a Task & Finish Group to look at the scrutiny function as part of the transition of the West Midlands Fire and Rescue Service to the WMCA. Councillor Ian Shires proposed that any such Task & Finish Group should focus on governance generally, so that the group could go on subsequently to pick up and focus on other areas such as the Transport portfolio, and Police Authority arrangements.

The Chair supported the proposal from Councillor Ian Shires to set up a Governance Task & Finish Group, and proposed that Councillor John McNicholas chair this Group, bearing in mind his previous extensive experience of chairing the Integrated Transport Authority. Councillor John McNicholas accepted the invitation to Chair the Group and also suggested that it would be useful for Councillor Glass to be a member of this Task & Finish group. Councillors Mosquito, O'Shea and Wild also put forward their names to join the Governance Task and Finish Group.

The Chair advised that the work of the Governance Task and Finish Group would feed into the wider work being undertaken on resources.

The Chair thanked representatives from West Midlands Fire Service for their attendance and said that he was looking forward to working with them in the future.

Resolved:

1. That the proposals contained in appendix 1 of the report regarding the future Governance of the West Midlands Fire Service be noted;
2. That the timeline and legislative process enabling this change be noted;
3. That a Governance Task and Finish Group be established to look initially at the governance and proposed scrutiny function as part of the transition of the West Midlands Fire Service to the WMCA in the first instance, and move on to consider other issues such as transport and police arrangements in due course.

7. Governance Arrangements

Sarah Sprung presented a report seeking endorsement for the appointment of two Vice-Chairs; proposals for Chairs/Lead members of the Task & Finish Groups; and endorsement of the membership of the Task & Finish Groups.

The committee supported the report recommendations and nominations with regards to the membership of the Task and Finish Groups were noted.

In relation to an enquiry from Councillor Yvonne Mosquito as to how this Committee would address the issue of social inclusion, the Chair advised that the WMCA Board was leading on this issue with the Mayor and he hoped this committee could add value and challenge, as proposals from that working party were developed.

Councillor Claire Spencer clarified that the WMCA Board had approved a report recently on the West Midlands Leadership Commission that is seeking to improve the opportunities of those communities that are under-represented in the leadership of the West Midlands. She also proposed that the Chair of this Committee should write to the Leadership Commission Chair, Anita Bhalla and Councillor Steve Eling (WMCA Portfolio holder for Cohesion and Integration) to ascertain whether there was a potential role for the Scrutiny Committee in this area.

Resolved:

1. That the Chair's recommendations for the appointment of two Vice-Chairs, namely Councillor Ian Shires and Councillor Claire Spencer be endorsed;

2. That the Lead Members for each of the Task & Finish Groups be agreed as follows:

- (a) Mental Health Commission – Councillor Peter Hughes;
- (b) Productivity and Skills Commission - Councillor Claire Spencer;
- (c) Budget – Councillor Stephen Simkins;
- (d) Land Commission – Councillor Ian Shires;
- (e) Governance – Councillor John McNicholas.

3. That the membership of the various the Task & Finish Groups, as set out in the report, be noted along with the following nominations :

- (a) Productivity and Skills Commission – Councillor John McNicholas and Councillor Julie Baines;
- (b) Mental Health – Councillor Daniel Barker and Councillor Joe Clifford;
- (c) Land – Councillor John Glass;
- (d) Budget – Councillor Peter Douglas Osborn, Councillor John O’ Shea and Councillor Kate Wild;
- (e) Governance – Councillor Yvonne Mosquito, Councillor John O’Shea and Councillor Kate Wild.

8. **Task & Finish Updates**

The Lead Members for each of the Task & Finish (T&F) Group provided an update on their respective work areas.

(i) **Mental Health**

The Chair, Councillor Peter Hughes, tabled an update on the work of the Mental Health T&F Group which was discussed by the committee - this included a literature review of Housing First that had been undertaken, and shared with the Implementation Director for the Mental Health Commission.

(ii) **Productivity and Skills Commission**

Councillor Claire Spencer outlined activity with regards to the work being considered for the Productivity and Skills Commission T&F Group and reported that an options paper would be submitted to the next meeting of the committee in November.

(iii) **Land Commission**

Councillor Ian Shires informed the committee that in the absence of a regional spatial plan he had been looking at the various plans that exist across the WMCA. These included the WMCA Land Commission report and subsequent Land Delivery Action Plan, as well as the Black Country Core Strategy. Further investigation would look at the issues impacting on housing need and numbers. Councillor Shires advised that he will provide a summary paper to the next meeting.

(iv) **Budget**

Councillor Stephen Simkins reported that a visit had been arranged to the London Assembly on 28 September to look at the budget setting process. He advised the committee that he would arrange budget training sessions for all members.

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He advised that he was also looking to arrange meetings with the WMCA's new Director of Finance, Sean Pearce, and portfolio holder, Councillor Izzie Secombe. He added that he would seek a steer from the Mayor on his vision and would arrange a question time with Andy Street on the budget setting process in due course. Councillor Simkins asked members to contact him if they required any further information.

Resolved: That the updates be noted.

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WEST MIDLANDS COMBINED AUTHORITY

Audit, Risk & Assurance Committee

Friday 15 September 2017 at 10.00 am

Minutes

Present

David Lane (Chair)

Councillor Craig Collingswood (Vice-Chair) City of Wolverhampton Council

Councillor Sucha Bains

Coventry City Council

Councillor Margaret Bassett

Solihull Metropolitan Borough Council

Councillor Keith Chambers

Walsall Metropolitan Borough Council

Sean Farnell

Coventry & Warwickshire LEP

Councillor John Fisher

Redditch Borough Council

Councillor Mariam Khan

Birmingham City Council

Councillor Alexander Phillips

Shropshire Council

Councillor June Tandy

Nuneaton & Bedworth Borough Council

Councillor Jackie Taylor

Sandwell Metropolitan Borough Council

In Attendance

Nicola Coombe

Grant Thornton

Louise Cowen

West Midlands Combined Authority

Linda Downes

Nuneaton & Bedworth Borough Council

Linda Horne

West Midlands Combined Authority

Peter Farrow

City of Wolverhampton Council

Grant Patterson

Grant Thornton

Lorraine Quibell

West Midlands Combined Authority

Joti Sharma

West Midlands Combined Authority

Item Title

No.

1. Appointment of Vice-Chair

The committee appointed Councillor Craig Collingswood as Vice-Chair of Audit, Risk & Assurance Committee for 2017/18.

2. Apologies for Absence

Apologies for absence were received from Councillor Kerrie Carmichael (Sandwell Metropolitan Borough Council) (Councillor Jackie Taylor attended as substitute for Councillor Kerrie Carmichael), Councillor Steve Clark (Dudley Metropolitan Borough Council) and Councillor Maureen Freeman (Cannock Chase District Council).

3. Declarations of Interest

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

4. Calendar of Meetings 2017-18

The committee considered the schedule of meetings for the Audit, Risk and Assurance Committee for 2017-18.

It was noted that a report would be presented to the West Midlands Combined Authority Board delegating responsibility to its Audit, Risk and Assurance Committee to approve the WMCA Annual Accounts and Pension Fund Accounts. The Head of Finance added that a report on the delegation of approving the accounts would be submitted to Audit, Risk & Assurance Committee on 17 November. The appropriate training would be incorporated in to the 2017/18 work programme. The Chair asked if members would mind if this training was added to the length of the meeting so that the time allocated for the main agenda was not reduced. The committee agreed this approach.

Recognising that there was a timing issue with the signing off on the WMCA Annual Accounts and the change of membership to the authority's committees during the summer period, the committee requested that a report be submitted to its meeting on 17 November as to how the accounts could be approved with the current membership of the committee. The Head of Governance undertook to look into this further.

The Head of Finance proposed a change to the calendar of dates to meet the financial approval timings and in terms of the draft accounts, these would be circulated to members of the committee via email during May 2018 for consideration and comments.

Resolved

- (1) The dates for meetings of this committee for 2017-2018 be agreed as set out below:

17 November 2017
19 January 2018
16 March 2018
21 June 2018

- (2) An additional meeting of the committee be held during July 2018 to formally approve the WMCA Annual Accounts.
- (3) Recognising that there was a timing issue with the signing off on the WMCA Annual Accounts and the change of membership to the authority's committees during the summer period, a report be submitted to the next meeting as to how the accounts could be approved with the current membership of the committee.

5. Chair's Remarks

(a) Audit, Risk & Assurance Committee - Attendance

The Chair highlighted the importance of member attendance at meetings of the Audit, Risk and Assurance Committee and reminded the committee of the quorum.

(b) Mayoral Address - 15 September 2017

The Chair reported on the forthcoming Mayoral Address that would be held on Friday 15 September at 16 Summer Lane, and encouraged members of the committee to engage and raise any questions that they may have.

(c) The Chair's Meetings

The Chair provided an update on his meetings with Andrew Browning, the Mayor's Chief of Staff and Sean Pearce, Director of Finance for the WMCA.

Resolved

- (1) The Chair to write to Leaders after each meeting, updating them on individual attendance.
- (2) The Director of Finance to be asked to attend November's meeting of the committee to talk through his vision and what he was hoping from the Audit, Risk & Assurance Committee. The committee noted that it would like the opportunity for an annual meeting with the Mayor and Chief Executive.

6. Minutes of the meeting held on 16 June 2017

The minutes of the meeting held on 16 June 2017 were agreed and signed by the Chair as a correct record.

7. Matters Arising

(a) Health and Safety Issues and Whistleblowing

The Head of Governance assured the committee that it would be notified of any health and safety or whistleblowing issues.

(b) Briefing Note – Pension Fund Liability Future Funding

The committee received a briefing note of the Head of Finance on the Pension Fund Liability Future Funding.

8. Forward Plan

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

The committee enquired as to whether it could have sight of the WMCA Board and the WMCA Overview and Scrutiny Committee's Forward Plans. The Governance Services Officer agreed to include these with all future papers for the committee.

It was agreed that the following items were to be included on the forward plan.

17 November 2017 Meeting

- Commonwealth Games 2022 - WMCA's Approach to Risk and Assurance including accountability, operational, reputational and financial risks.
- WMCA Annual Accounts – how the accounts could be approved with the current membership of the committee.
- A report on the delegation of approving the accounts.
- Strategic Risk Register - Exception Report

16 March 2018

- WMCA Business Continuity & Resilience Arrangements.

May 2018

- Draft WMCA Annual Accounts to be circulated to all members of the committee via email.

Resolved

(1) The report be noted.

(2) The draft accounts to be circulated to all members of the committee via email during May 2018 for review and comments prior to them being formally approved by the committee in July 2018.

(3) Appropriate training for members of the committee to be incorporated within the forward plan.

9. The Role of the Combined Authority in Air Quality

The committee considered a report of the Head of Governance that outlined what responsibility the Combined Authority had in relation to air quality in the West Midlands area.

Resolved

(1) The information within the report regarding the role of the Combined Authority in Air Quality issues be noted.

(2) It be recommended that the WMCA Overview & Scrutiny Committee review this area of work to ascertain whether there was a policy to support the requirements to improve air quality. The Chair to liaise with Councillor Peter Hughes, Chair of the WMCA Overview & Scrutiny Committee.

10. Internal Audit Update

The committee considered a report of the Chief Audit Executive on the recent work that had been completed by internal audit.

The Internal Auditor advised the committee on the new reporting arrangements to be introduced and provided an overview of the audits and ratings provided to each of the reviews as follows:

- Programme Management Office Project Appraisal and Support functions - 2017/18 - Satisfactory Assurance
- Transport for West Midlands Capital Programme Prioritisation 2017/18 – Satisfactory Assurance
- Expenses, Gifts and Hospitality 2017/18 – Satisfactory Assurance

Councillor Craig Collingswood referred to an audit on the Programme Management Office project appraisal and support functions and questioned whether the agreed actions were on track to be completed by 31 October 2017. The Corporate Assurance Manager explained that progress had been made in respect of the recommendations within the report and once in post, a review of the progress made to date would be undertaken by the Director of Finance.

In respect of the Commonwealth Games, Councillor Craig Collingswood enquired as to how the West Midlands Combined Authority would ensure that its members and officers were declaring any gifts. It was the responsibility of the West Midlands Combined Authority to remind its members and officers to ensure that all gifts were declared and registered. If the Authority became aware of a whistleblowing concern or by a 3rd party that a member had not declared a gift, then the matter would become a code of conduct issue. Sean Farnell added that it was important for the West Midlands Combined Authority to have a visible register of interest.

The Head of Finance agreed to confirm whether all members of the West Midlands Combined Authority had received a copy of the Gifts and Expenses policy and would also clarify whether the policy extended to immediate family members.

Resolved

(1) The Internal Audit reports were noted.

11. Strategic Risk Register

The committee considered a report of the Director of Finance that supported the committee with its responsibility of providing oversight of Risk Management within the West Midlands Combined Authority.

The Corporate Risk & Business Assurance Specialist explained that the Strategic Risk Register would be reviewed again once the WMCA leadership team was appointed. It was agreed that an exception report on the Strategic Risk Register was to be presented to November's meeting of the committee followed by a further report in January 2018.

(1) The contents of the Risk Register be noted.

- (2) An exception report on the Strategic Risk Register to be presented to the committee on 17 November 2017.
- (3) It be noted that the Strategic Risk Register would be reviewed again once the new WMCA leadership team had been in post for a few months.

12. WMCA Assurance Overview September 2017

The committee considered a report of the Director of Finance on the WMCA's Corporate Assurance Manager's opinion on the Authority's systems of Project & Programme Assurance and Business Assurance for this reporting period April 2017 – August 2017.

The Chair noted that as the West Midlands Combined Authority was still evolving and recognising that there were plans in place to recruit to senior posts, it was proposed that an exception report on recruitment be presented to the November meeting of the committee.

Resolved

- (1) The assurance reviews and activities that had been undertaken in the last quarter be noted.
- (2) The committee was satisfied with the assurance activity April – August 2017.
- (3) The risk and assurance processes and reporting would be reviewed again once the WMCA leadership team was appointed be noted.

13. Date of Next Meeting

Friday 17 November 2017 at 10:00am.

14. Exclusion of the Public and Press

Resolved 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 items of business as it involved the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)

15. WMCA Growth Company Assurance Arrangements

The committee considered a report of the Corporate Assurance Manager on the assurance arrangements for the West Midlands Combined Authority Growth Company.

On 16 June 2017 Audit Risk & Assurance Committee received a report confirming the legal status of all arm's length companies. As the West Midlands Growth Company was the only live company at the time, the committee requested a report on its assurance arrangements.

The Corporate Assurance Manager explained that the West Midlands Combined Authority had been in dialogue with the West Midlands Growth Company who had now outlined the assurance arrangements that were in place. The company had agreed to share any risks that were pertinent to the West Midlands Combined Authority and at the end of the financial year would provide an assurance report (Annual Governance Statement) to the WMCA's Audit, Risk & Assurance Committee.

The Growth Company Board membership consisted of each Metropolitan Authority and West Midlands Combined Authority representation. The Corporate Assurance Manager agreed to share the membership details of the Board with the Audit, Risk & Assurance Committee for information.

There were a number of other organisations that were currently dormant and the West Midlands Combined Authority would work in conjunction with the Chair of the Audit, Risk & Assurance Committee to develop a template for how audit should be handled by the subsidiary bodies in order to give confidence and consistency to the committee.

The committee requested that a diagram be prepared that set out the organisational relationship between the WMCA and the arm's length organisations. The Head of Finance undertook to provide this information to the committee.

Resolved:

- (1) The Growth Company internal assurance arrangements be accepted.
- (2) The financial year for live and emerging companies be aligned to the current 31st March deadline.
- (3) It be noted that any risks on the Growth Company's Corporate Risk Register that could impact the West Midlands Combined Authority would be escalated onto the West Midlands Combined Authority's Strategic Risk Register.
- (4) The Growth Company Annual Governance Statement be copied in to note alongside the West Midlands Combined Authority's Annual Governance Statement, so that this committee would be the single source of audit and risk assurance to the West Midland's Combined Authority Board.
- (5) A template for how audit should be handled by these subsidiary bodies be produced in order to give confidence and consistency to the committee when the Annual Governance Statement and external audit report was submitted.

16. Commonwealth Games Bid and the Implications for ARAC Responsibilities

The committee considered a report of the Head of Governance on the relationship between the Combined Authority and the consortium bidding to host the Commonwealth Games in 2022 in the West Midlands, with particular emphasis on the responsibilities of the Audit, Risk & Assurance Committee.

Birmingham had been selected as the preferred UK City for a bid to host the 2022 Commonwealth Games. Birmingham City Council had put together a bid on behalf of the West Midlands and dialogue continued with regard to forming a funding package.

The committee noted that the funding contribution provided by the West Midlands Combined Authority for the Commonwealth Games bid would be subject to the Authority being confident that the appropriate governance and assurance arrangements were in place. The committee considered that the WMCA's contribution would also create a perception that the Authority was leading the development and delivery of the programme resulting in a strong reputational risk.

Councillor Craig Collingswood considered that there was a need to closely monitor the development and delivery of the programme, as the Authority was committed to various programmes and it was possible that the Authority might be asked for additional funds to fund the delivery of the Commonwealth Games.

The committee requested that a report be presented on the WMCA's approach to risk and assurance, including accountability, operational (to include transport), reputational and financial risks, if Birmingham's bid was successful to host the Commonwealth Games in 2022.

Resolved

- (1) The information within the report be noted.
- (2) That the risk profile be kept under review.
- (3) A report to be presented to the next meeting on the WMCA's approach to risk and assurance including accountability, operational, reputational and financial risks, if Birmingham's bid was successful to host the Commonwealth Games in 2022.
- (4) Because of the size of the perception risk to the West Midlands Combined Authority, the Audit, Risk & Assurance Committee might wish to see a written update regularly.

17. WMCA Business Continuity Assurance Arrangements

The committee considered a report of the Corporate Assurance Manager on the coordination for the Business Continuity for the West Midlands Combined Authority.

The Corporate Assurance Manager outlined the business continuity and resilience arrangements that were in place for the West Midlands Combined Authority and noted the steps that would be undertaken in the event of a major disaster that would inhibit the operation of the West Midlands Combined Authority.

Councillor Alexander Phillips proposed that the West Midlands Combined Authority undertake a test of its internal and external systems and that the Commonwealth Games be used as a scenario in which the Authority would be able to test its processes in the event of international or central government involvement. The West Midlands Combined Authority in conjunction with a specialist consultant was currently developing an exercise to be undertaken on 30 October 2017 to test the continuity and resilience arrangements in the event of a potential incident that would impact the ability to continue to operate at 16 Summer Lane, Birmingham.

The Chair proposed that the WMCA Business Continuity and Resilience arrangements should be reviewed again once the WMCA leadership team was appointed and that an exception report be presented to Audit, Risk & Assurance Committee on 16 March 2018.

With regard to the Health Commission, the Chair requested that the West Midlands Combined Authority ensured that its Equalities and Diversity Manager had a role in respect of business continuity and resilience arrangements so that the right level of support was available in the event of an incident. Future reports should also consider authorities closely aligned to the Authority.

Resolved

- (1) The business continuity arrangements in place for the West Midlands Combined Authority and the Transport for West Midlands Operational centres be noted.
- (2) That a further report be submitted on the WMCA Business Continuity & Resilience Arrangements on 16 March 2018.
- (3) The WMCA Business Continuity & Resilience Arrangements be reviewed again once the WMCA leadership team was appointed.

The meeting ended at 12.00 pm.

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

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