

AGENDA

No.	Item	Presenting	Pages
Meeting Business Items			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interests Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Minutes of the meeting held on 30 January 2018	Chair	1 - 4
4.	Local Enterprise Partnerships (a) Scrutiny of Local Enterprise Partnerships (b) Black Country LEP - Presentation (c) Greater Birmingham & Solihull LEP - Presentation (d) Coventry & Warwickshire LEP - Presentation	Sarah Sprung Paul Brown Mike Lyons Sarah Windrum	5 - 8
5.	Capability & Vacancy Risks	Rita Rais	9 - 16
6.	Strategic Risk Register	Lorraine Quibell	17 - 24
7.	Activities of the Task & Finish Groups (a) Budget (attached) (b) Governance (attached) (c) Inclusive Growth and Social Value (d) Land Commission (attached) (e) Mental Health Commission (f) Skills & Productivity Commission	Councillor Hughes Councillor McNicholas Councillor Spencer Councillor Shires Councillor Harris Councillor Spencer	25 - 34



WEST MIDLANDS COMBINED AUTHORITY

Overview & Scrutiny Committee

Tuesday 30 January 2018 at 11.00 am

Minutes

Present

Councillor Peter Hughes (Chair)
Councillor Richard Brown
Councillor Rose Burley
Councillor Dean Carroll
Councillor Peter Douglas Osborn
Councillor John Glass
Councillor Rachel Harris
Councillor Diana Holl-Allen
Councillor Angus Lees

Councillor Simon People
Councillor Ian Shires (Vice-Chair)

Councillor Stephen Simkins
Councillor Claire Spencer (Vice-Chair)

Sandwell Metropolitan Borough Council
Joint Coventry / Solihull Representative
Walsall Metropolitan Borough Council
Shropshire Council
Birmingham City Council
Nuneaton & Bedworth Borough Council
Dudley Metropolitan Borough Council
Solihull Metropolitan Borough Council
Dudley, Sandwell, Walsall and
Wolverhampton Councils
Staffordshire Non-Constituent Authorities
Dudley, Sandwell, Walsall and
Wolverhampton Councils
City of Wolverhampton Council
Birmingham City Council

In Attendance

Councillor Dan Barker

Councillor John McNicholas
Tim Martin
Sean Pearce
Sarah Sprung
Councillor Izzi Seccombe
Councillor Richard Worrall

Dudley, Sandwell, Walsall and
Wolverhampton Councils
Coventry City Council
West Midlands Combined Authority
West Midlands Combined Authority
Sandwell MBC
Warwickshire County Council
Walsall Metropolitan Borough Council

Item Title

No.

10. Apologies for Absence

Apologies for absence were received from Dr Chris Handy (Black Country LEP) Mike Lyons (Greater Birmingham & Solihull LEP), Councillor Yvonne Mosquito (Birmingham City Council), Councillor John Mutton (Coventry City Council), Councillor John O'Shea (Birmingham City Council) and Sarah Windrum (Coventry & Warwickshire LEP).

11. Declarations of Interests

Councillor Stephen Simkins declared a personal interest in respect of agenda item no. 4 'Findings of the Overview & Scrutiny Committee in relation to the WMCA Draft Budget and Mayoral Council Tax Precept for 2018/19', as a student at Wolverhampton University.

12. Minutes of the meeting held on 21 November 2017

The minutes of the meeting held on 21 November 2017 were confirmed and signed as a correct record.

13. Budget Report - Recommendations and Outcomes

The committee considered a report of the Scrutiny Lead Officer, West Midlands Combined Authority on the findings of the scrutiny process and recommendations for the WMCA Board to consider both in terms of this year's budget and suggestions for ways in which the process could be improved for next financial year. The WMCA Board considered the draft budget on 12 January 2018. At this meeting, the Board was minded not to support the Mayor's proposed precept.

Overview & Scrutiny Committee held the first Question Time with the Mayor on 24 January 2018 and were able to question him on the Mayoral Precept and other elements of the proposed budget. A report on the findings of the committee would be submitted to the WMCA Board on 9 February 2018 for consideration.

Following the Mayors Question Time, the committee requested additional information in relation to the Funding for Growth Programme (full membership, the project team supporting the programme and dates of meetings together with attendance, minutes and decisions made), which would help it to form its recommendations to the WMCA Board.

The committee noted the late submission of this information, which might otherwise have supported the justification for a Mayoral precept. The process in which constituent authorities had been consulted and the route in which it was agreed to have a Mayoral precept was considered by the committee to be lacking the proper levels of openness and transparency.

Councillor Izzy Secombe provided an overview of the budget and the ambitions of the West Midlands Combined Authority. She shared the concerns of colleagues in respect of the late submission of information and noted that there were a number of lessons to be learned about the process and how it could be improved in future years.

Councillor Izzy Secombe explained how the Funding for Growth Panel had been established, its membership and how this had been formed. The Panel had investigated a number of alternative funding sources, however there was an issue in respect of time constraints and the decision to have a Mayoral precept was the very last option considered.

Councillor Izzy Seccombe commented that the ability to come together as a West Midlands Combined Authority had already proved to be beneficial for the region and asked colleagues to recognise the benefits and ambitions of the WMCA Board.

As the committee considered that the budget process this year was unsatisfactory, it was proposed that Overview & Scrutiny Committee commission a lessons learnt report and establish a Task & Finish group to review the process.

The committee considered a response to transport queries that were raised at the Overview & Scrutiny Budget Task & Finish Group on 15 January. In respect of Transport for West Midlands (TfWM) branding and the capital investment of £1.8m that had been set-aside, Councillor Steve Simkins questioned whether this expenditure was a key priority for the citizens of the West Midlands.

The Director of Finance confirmed that the purpose of the £1.8m was for the future rebranding of TfWM and the money had been placed in reserves to be drawn down as and when required. He indicated that the amount expected to be used for the rebranding of TfWM was approx. £1m and the balance was to be used for future investment opportunities as they arise.

With regards to Brexit, it was considered that there was a need to understand the effect of Brexit on the West Midlands economy. The committee sought assurances that sufficient work had been undertaken on the risks of Brexit, and their impact on the work and ambitions of the West Midlands Combined Authority.

The committee also expressed concern at the level of resource to support the scrutiny function within the West Midlands Authority. A dedicated Scrutiny Officer post for the Authority had been incorporated into the draft budget for 2018/19, although it was considered that this level of resource was inadequate to undertake effective scrutiny. Councillor Richard Worrall considered that there should be a review of members' allowances and officer support to the Transport Delivery Committee, which included looking at member workloads, and possible re-distribution of staff support.

Resolved

- (1) The WMCA Board be recommended to commence budget discussions with Constituent Authorities much earlier in future financial years to allow sufficient time for open discussion and the development of proposals, with a suggestion, that these discussions commence in September of each year;
- (2) That the Chair and Vice-Chairs of the committee be delegated authority to review the information received from the Mayoral Office and agree the substantive report and recommendations to be submitted to WMCA Board on 9 February 2018.

14. Devolution Deal 2 Update

The committee received a verbal update from the Head of Governance on the progress being made in respect of Devolution 2.

The committee considered a short written submission received from the Police and Crime Commissioner for the West Midlands Police that expressed his concerns on the implications of the devolution deal and highlighted the importance of his involvement in the consultation process on the future policing governance across the West Midlands.

The Head of Governance provided an update on his recent telephone conference with officials from the Home Office and confirmed that the Office of the Police & Crime Commissioner would be involved in discussions. He noted the proposed way forward in respect of consulting with the Police and Crime Commissioner for the West Midlands.

The committee noted the submission received from the Police & Crime Commissioner and asked the Chair of their Governance Task & Finish Group, Councillor John McNicholas, to meet with the Chair of the Police & Crime Panel to discuss this matter further.

Resolved

- (1) That the update be noted.
- (2) The Chair of the Governance Task & Finish Group, Councillor John McNicholas to meet with the Chair of the Police & Crime Panel to discuss the future governance of policing in the West Midlands.

15. General Data Protection Regulation (GDPR) Update

The committee agreed for this item of business to be deferred to its next meeting.

Resolved

- (1) The Head of Governance to provide an update on General Data Protection Regulation at the next meeting of the committee.

16. Forward Plan

The items of business for consideration at future meetings of the Overview & Scrutiny Committee were noted.

The meeting ended at 1.30 pm.



WEST MIDLANDS
COMBINED AUTHORITY

Briefing Note

Meeting: Overview & Scrutiny Committee
20th March 2018

Title: Scrutiny of Local Enterprise Partnerships

Prepared by: Sarah Sprung
Email: sarah_sprung@sandwell.gov.uk
Tel No: 07824694220

1.0 Recommendation

To consider the ongoing scrutiny of the Local Enterprise Partnerships within the West Midlands Combined Authority area.

2.0 Purpose

To apprise members of the background in relation to the governance of Local Enterprise Partnerships.

3.0 Background

1. Local Enterprise Partnerships (LEPs) were established as locally-derived business-led partnerships between the private and public sectors that would drive economic growth. There are currently 38 LEPs in the country, with responsibility for £12bn of public funding. Each LEP has the flexibility to determine its own governance and accountability arrangements, inevitably meaning that there are a variety of models in operation throughout the country. There are three LEPs within the Combined Authority area (Black Country, Greater Birmingham and Solihull and Coventry and Warwickshire) with a fourth LEP having observer status awaiting progression (the Marches).
2. In order to establish minimum standards of governance, transparency and assurance within LEPs, the Government publishes a National Assurance Framework. In addition, the Department for Communities & Local Government conducts an annual performance review with each LEP to discuss matters including delivery performance, governance and transparency.
3. Following concerns expressed about governance and transparency arrangements within LEPs, the Public Affairs Committee recommended DCLG to undertake an internal review as to whether the current systems provided sufficient assurance that LEPs were fully implementing existing governance requirements, and to consider whether these current requirements were themselves sufficient. The

review was undertaken by Mary Ney, Non-Executive Director of the DCLG Board and its findings were published in October 2017.

Findings of the Review

4. The review made a series of recommendations relating to eight separate areas of LEP governance. These are summarised below:

(i) Culture and Accountability

- An annual assurance statement, signed by the Chair of the LEP and the Chief Executive Officer of the LEP, confirming that standards were being met should be published online, giving these post holders direct responsibility for matters of good governance.
- The code of conduct for all LEP board members should explicitly require the Nolan Principles of public life to be followed.

(ii) Structure and Decision-Making

- The National Assurance Framework should be amended to draw explicit attention to the importance of LEP decision-making structures meeting seven key requirements that provided for assurance on good governance:
 - Clear strategic vision and priorities set by LEP Board and subject to wide consultation.
 - Open advertising of funding opportunities.
 - A sub-committee with responsibility for assessing bids.
 - Independent due diligence and assessment of business cases.
 - Arrangements for funding decisions to be signed off by a panel including local authority members (with the power of veto)
 - Section 151 officer to have sight of all decisions.
 - Use of scrutiny arrangements to monitor decision-making.
- The National Assurance Framework should be further amended to confirm that *all* decisions (including urgent decisions and decisions in the absence of a formal meeting) must be subject to the normal business case, evaluation and scrutiny arrangements, and that they should be recorded and published in the normal way.

(iii) Conflicts of Interest

- The National Assurance Framework should set out the specific requirements on the principles which each LEP must incorporate into its conflict of interests policy, along with how it is to be implemented, so as to establish a country-wide minimum standard for dealing with conflicts of interest for each LEP board member.
- LEPs should be required to include within its conflicts of interest policy how scenarios of potential conflicts of interest involving councillors, private sector and other board members would be managed.

(iv) Complaints

- LEPs should be required to publish a whistleblowing policy and arrangements for the confidential reporting of allegations by third parties/public.

(v) Section 151 Officer

- Clarity should be provided within the National Assurance Framework on the role of Section 151 Officers, and that Section 151 Officers should provide a report as part of the LEP's annual performance review with DCLG on their work for the LEP and any issues of concern on governance and transparency.

(vi) Transparency

- The National Assurance Framework should provide additional guidance on expectations as to the publication of meeting agendas, meeting papers and decisions.
- LEPs should publish online a rolling schedule of the projects it has funded, giving a brief description of the project, names of recipients and the total funding provided.

(vii) Government Oversight and Enforcement

- The annual governance review should undertake a specific review of the annual assurance statement (*see recommendation (i)*).
- A risk based approach should be adopted to identify LEPs where a 'deep dive' review of governance and transparency would be of assistance, to be undertaken by someone with no direct involvement with the LEP concerned.
- The National Assurance Framework should provide more clarity to LEPs on the implications of non-compliance by LEPs with regard to governance and transparency requirements.

(viii) Best Practice

- The Government should continue to support the work of the LEP Network and look at how it might be strengthened so that it can better promote best practice.

Conclusions

5. The review found that there was clear recognition within LEPs that strong and proportionate governance arrangements can be pursued without becoming overly bureaucratic. The recommendations were intended to strengthen the improvement journey to date, and should be looked to be taken forward in partnership with the LEPs.

In addition, the recent report published by the Communities and Local Government Parliamentary Select Committee into Overview and Scrutiny recommended that the scrutiny committees of combined authorities have a role in monitoring the performance of Local Enterprise Partnerships.

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Overview & Scrutiny Committee

Date	20 th March 2018
Report title	Capability & Vacancy Risks
Accountable Chief Executive	Deborah Cadman, OBE Chief Executive Email: Deborah.Cadman@wmca.org.uk Tel: 0121 214 7200
Accountable Employee	Sean Pearce, Director of Finance Email: sean.pearce@wmca.org.uk Tel: 0121 214 7936
Report to be/has been considered by	

Recommendation(s) for action or decision:

Overview and Scrutiny Committee is recommended to:

1. Note the content of the progress report
2. Note the actions and considerations taken including systems and planning processes to manage Capability and Vacancy Risks

1.0 Purpose

- 1.1 The purpose of the report is to provide Overview and Scrutiny Committee a formal progress update on how the WMCA plans to meet capability and capacity demand through its resourcing and planning processes to ensure vacancies are managed effectively and deliver planned outcomes for the organisation.

2.0 Background

- 2.1 Detailed budgetary and business planning work has taken place across the WMCA from October 2017 to January 2018 alongside the WMCA leadership team engaged in dialogue to identify delivery of strategic outcomes for their respective areas and the aspirations of the WMCA as a whole.
- 2.2 An ambitious plan of activities for the 18/19 period has been identified through the Business Planning process which reflects the WMCA's responsibilities, whilst retaining the flexibility needed to respond to new funding opportunities and the ability to respond to the challenging economic climate
- 2.3 On 9 February 2018, the WMCA Board approved the budget for 2018/19 and gave their backing to the proposed figure of £170 million
- 2.4 Detailed workforce planning, monitoring and management is being undertaken by the HR team and will continue as recruitment plans evolve into the first quarter of the financial year. Business Partner discussions have a focus on identifying resource pressures that need early consideration by recruiting managers, particularly where capacity and capability issues are known through business partner liaison. To resource the proposed areas of activities which have a human resources impact there is agreement that a flexible approach will be needed to meet demand with a mixed model of resourcing through direct advertising, secondment arrangements, talent management, succession planning as well as consultants, partnership support through the Local Authorities and bespoke agency engagement where posts are niche and competitive. Aligned to this tools and systems i.e. the Strategic Risk Register have been updated to formally review, monitor and flag any risks against the WMCA's capability and capacity to meet vacancy fulfilment. The WMCA's leadership has also taken ownership to regularly review this.
- 2.5 Outside of the agreed establishment for 18/19, where there is additional requirement for resource an approval process with the Director of Finance, Heads of Service, Finance and HR sign is being established in readiness for quarter 1 of 18/19 to ensure transparency of decision making within delegated levels of authority and assurance that good financial and establishment control is in place.

3.0 Establishment data

- 3.1 As at the of end February 2018, the WMCA's establishment figure is agreed as 478.72 full time equivalent posts in line with the budget. Table 1 below provides a breakdown across the organisation:

Table 1

Function	Headcount	FTE	Vacancy FTE total
TfWM/Corporate Services	435	425.12	
Vacancies	75	73.88	73.88
Employees	360	351.24	
Commissions	43	41.6	
Vacancies	27	25.60	25.60
Employees (Inc Secondees)	16	16.00	
Mayoral Office	12	12	
Vacancies	6	6.00	6.00
Employees	6	6.00	
WMCA Total	490	478.72	105.48

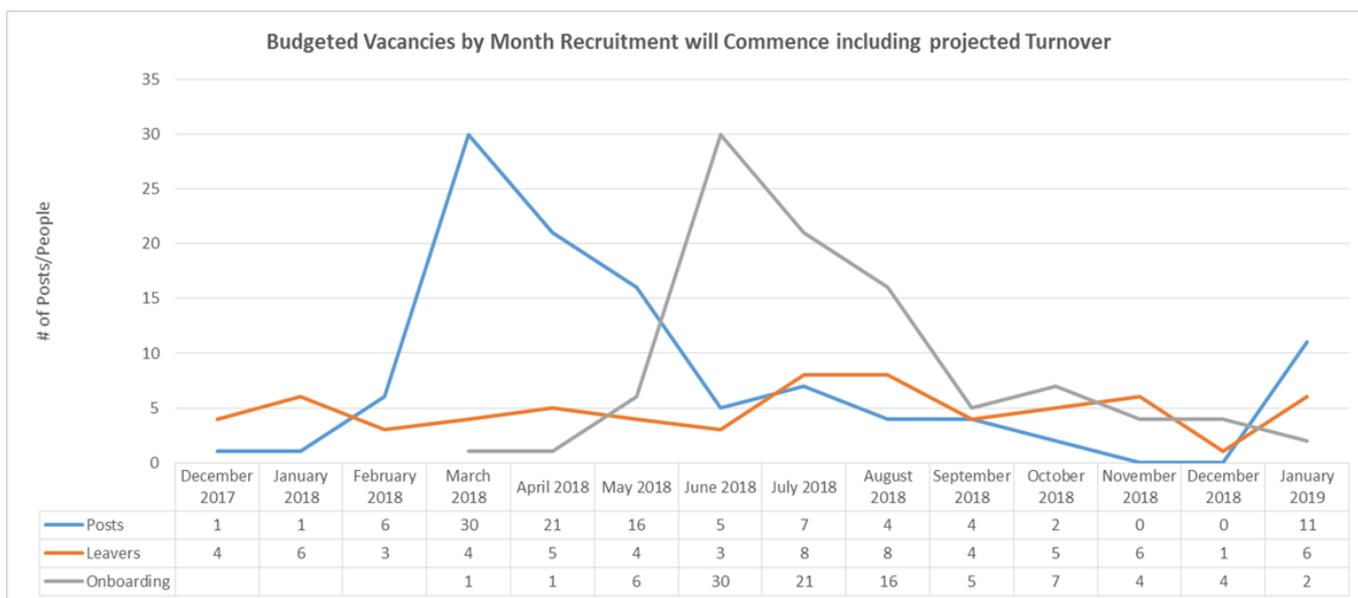
- 3.2 The total number of vacancies to be recruited during the 18/19 period is **105.48** FTE. Of the 105.48 FTE there has already been work undertaken to instigate early recruitment plans and timetables particularly within the area of the Commissions and TfWM.
- 3.3 As a comparator for the period 17/18 the WMCA recruited to 109 vacancies which included turnover with 2 Human Resources professionals supporting vacancy management. The total number of posts to be recruited in the 18/19 establishment is 108 headcount (105.48 fte), however with the turnover rate based on 17/18 this would inflate overall vacancy management for the HR team to a further circa 50 posts therefore a potential vacancy management of 158 posts. The difference of an additional 49 posts is the additional stretch and capacity demand required of the HR team. This has been identified early and factored into the HR team's capability and capacity to deliver with specific additional resource in place.
- 3.4 The WMCA has three Human Resources professionals primarily responsible for recruitment activities reporting to the Interim Head of Organisation Development. This is a permanent increase of 1 FTE since December 2016 where it was initially identified that capacity within the HR team was insufficient to meet demands for recruitment and resourcing. In addition a further temporary increase of 1 FTE at Business Partner level has been engaged since January 2018 to support the vacancy management process and to proactively timeline and workforce plan where the tranche of activity will be concentrated in the next 12 months. The final position of this tranche of activity will be completed by end of March.
- 3.5 The HR team has piloted a skills gaps analysis process within the team to identify areas of expertise in the function and also where there may be pressures to deliver and expertise is currently not available or capacity does not exist. Through this process the team have been aligned to support objectives on their strengths but also to put in place a plan to cross work and upskill. Plans to deliver this across the organisation as a supportive tool for managers to

identify skills will form part of the teams work for 18/19. An example of the skills mapping questionnaire is included as Appendix 1 which will be through an automated workflow process.

4.0 Recruitment priority planning

4.1 Following the agreed establishment data becoming available, a draft recruitment plan to inform where activity is planned has been developed. This is presented in Table 2 below and will be used to determine how resources are initially prioritised and deployed to ensure delivery of the business plan, outcomes and budget to target.

Table 2



4.2 The blue graph line in Table 2 identifies the month that recruitment will commence, which has been identified by the recruiting managers. Although this indicates the majority of recruitment activity taking place between March and June, this is in the context of when the recruitment has been agreed to start. The orange graph line indicates projected turnover based on the previous 12 months showing where additional recruitment will also be required. A direct correlation should not be made that additional temporary HR resource is only required during the blue line peak timescale. The grey graph line predicts where following recruitment of new employees to vacancies, interviewing and on-boarding activity will be focussed which is a HR managed process.

4.3 Established posts within HR will not increase during the period and additional capacity will be accommodated by short term agency staff.

5.0 Risk

5.1 Not managing and recognising capacity and vacancy management by the HR team could increase the risk level for the organisation leading to potential legal, financial and reputational damage including the inability to attract, retain and develop talent to fulfil strategic objectives. There is also risk that there could be an impact on the ability to secure future funding if key roles are not resourced in time.

- 5.2 The workforce planning process will be used to mitigate against a decrease of capacity within the existing HR team with regular review by the Interim Head of OD. Our early workforce planning indications suggest peak recruitment and resourcing activity will be concentrated around March – June 2018.
- 5.3 Further detailed work is being undertaken to breakdown and identify the posts planned for recruitment within the peaks of Table 1, Director and Service Heads discussions may have an impact on the peaks and potentially move the concentration of posts from March – June to create a smoother curve into the second quarter of the financial year with minimal impact to outcome delivery. Until these conversations have been concluded table 1 remains as the draft workforce planning model.
- 5.4 The continuation of additional temporary resource to support the team, as well as maintain business as usual, will be critical during this time. In addition the health and wellbeing and impact of additional demand from the 18/19 plan will need to be kept under senior management review to avoid loss of key staff. Work is currently being undertaken by the HR team to mitigate against loss of key staff through introducing schemes on 'Building a Future Workforce' which includes attraction of Graduates, Apprenticeships, Placements and Traineeships.
- 5.5 There is acknowledgement a healthy stretch of the existing staffing complement will be needed alongside streamlining and automation of processes to ensure they are lean and efficient.
- 5.6 Proactive support from a health and wellbeing perspective remains an important facet of the organisational benefits offer to ensure we create a resilient organisation but also recognise the effect of increased or intensive activity during periods where resources may not have been secured.

6.0 Risk Mitigation

- 6.1 Approaches such as secondment arrangements, commissioned activity and direct recruitment as well as refocusing of priorities have all been considerations in identifying the correct resourcing models needed to support delivery. This has underpinned and informed the tranche of HR support needed to achieve fulfilment of vacancies.
- 6.2 Business Partner discussions are already plugged into the workforce planning process to identify spikes in recruitment activity.
- 6.3 HR is reviewing its current practice that Business Partners take part in **all** recruitment panels. This is a result of a recent review which highlighted that this blanket approach was not sustainable or efficient. To achieve this, work to coach, support and equip managers in recruitment best practice is currently being developed.
- 6.4 To further highlight any emerging capacity issues an OD dashboard of information is now a regular item on the Leadership team's forward plan providing metrics on establishment, vacancy rate on a monthly basis and sickness absence data. Leadership team also have a responsibility to review the strategic risk register.

- 6.5 HR Business Partner conversations include early alerts on correlations between the projected increased workload and impact on staff. This approach allows recognition of any stress management issues and for support s to be put in place
- 6.6 Overview and Scrutiny Committee is asked to note the organisation is formally monitoring Capability and Vacancy Risk through the Corporate Risk Register and part of monthly discussions on progress, action and update. Workforce planning is being undertaken by HR Business Partners through monthly updates by team directorate and overall organisation. This information is a source fed into the monthly OD dashboard metrics submitted to the Leadership Team to ensure there is a cyclical process of managing vacancy risk through commentary, update and action. It is to be noted this work is in progress and will continue into the first quarter of the new financial year.
- 6.7 With the successful on boarding of the full and permanent leadership team the organisation is in a stronger position to define the organisations purpose, identify the outcomes required and strategically align resources to deliver, in addition, the resilience of the current resources is discussed by leadership. There is a healthy appetite amongst the leadership team to discuss risk and this is facilitated by organisational metrics.

7.0 Wider WMCA Implications

- 7.1 The impact of not having an adaptable and flexible resourcing model and workforce planning in place will have a significant impact on the WMCA's overall ability to deliver, along with reputational risk and the ability to secure future funding.

8.0 Financial implications

- 8.1 There are no specific financial implications arising from this report. The 2018/19 budgeting process has taken place and formal approval received for the WMCA's budget.
- 8.2 Assumptions on the timing of recruitment to the individual posts were made through discussions with responsible managers and the costs included in the 18/19 budget. The financial implication of any revised recruitment profile, as a result of workforce planning, will be continually re-assessed and included in the financial monitoring position.

9.0 Legal implications

- 9.1 There are no specific legal implications arising from this report.

10.0 Equalities implications

- 10.1 There are no equalities implications arising from this report.

11.0 Other implications

- 7.1 N/A.

12.0 Schedule of background papers

8.1 N/A.

13.0 Appendices

Appendix 1 - Skills Map

Appendix 1

Skills Map

Please use this form to identify your Professional Qualifications, Specialisms and experience of Other Sectors.

A maximum of 10 items can be added to each category. When you have completed a section, click on any white space to update the form and show the next section. Please ensure that you click submit at the bottom of the form when completed.

Name

(Please enter your name)

Professional Qualifications

Please identify the Professional Qualifications you hold and the level.

Qualification (1):

Qualification Level (1):

Specialisms

Please highlight any particular specialisms you have beyond those utilised in your core role.

Specialism (1):

Experience

of

Other

Sectors

Please list any other sectors / organisations you have experience of working within.

Experience of Other Sectors (1):



Overview & Scrutiny Committee

Date	20 th March 2018
Report title	Strategic Risk Register
Accountable Chief Executive	Deborah Cadman, Chief Executive of the WMCA email: deborah.cadman@wmca.org.uk tel: 0121 214 7200
Accountable Employee	Sean Pearce, Finance Director email: sean.pearce@wmca.org.uk tel: 0121 214 7936
Report to be/has been considered by	None

Recommendation(s) for action or decision:

The Overview and Scrutiny Committee is recommended to:

1. Note the details contained in the Strategic Risk Register (Appendix 1).

1.0 Purpose

1.1 This report provides Overview and Scrutiny Committee with details of the strategic risks currently identified and recorded on the Strategic Risk Register.

2.0 Background

2.1 Robust Risk identification and management arrangements are in place with regular monitoring being undertaken between Senior Managers, Programme Management and Commission representatives, following the principles of the Corporate Risk Management Strategy.

2.2 Following discussion at Audit, Risk and Assurance committee in September 2017, and the establishment of the WMCA Leadership team, the risk register has been scrutinised and subsequently consolidated to provide clarity and a greater focus on the strategic risks of the organisation. The Leadership teams owns the strategic risk register and will monitor the risks at regular intervals throughout the year.

3.0 Strategic Risk Register

3.1 11 risks are confirmed and recorded as strategic risks on the risk register. Full details of the risks including the associated remedial actions are detailed in the risk register as Appendix 1.

3.2 Risks captured within the register are recorded under the following headings, with the measurement of risk indicated prior to risk mitigation being considered, (inherent risk score) and the measurement of risk once mitigations have been applied, (residual risk score) being provided in the table below.

Risk	Inherent risk score	Residual risk score
Stakeholder & Political relations	12	8
Financial Assumptions of the Devolution deals	16	12
Delivery	12	8
Resources	12	9
Leadership team	8	4
Commerciality	8	8
Reputation	6	4
Governance	12	8
Information Security	12	9
Health & Safety	4	3
External factors	6	3

3.3 Of the risks detailed above, the 'Financial assumptions of the Devolution deals', 'Resources' and Information Security are considered as key risks to the organisation at the present time.

3.4 Financial assumptions of the Devolution deals

3.4.1 Significant work has, and continues to be undertaken to realign the financial assumptions of the Investment programme from those previously determined at inception of the WMCA. It was determined at this time that 6% of the overall funding had been secured and further work was required to ensure the entire Investment Programme could be delivered as envisaged by the costs budgeted at that time.

3.4.2 A financial review in December 2017 has confirmed that 30% of funding is now secured and a programme is in place to ensure all other funding sources including public sector and local contributions, business rates, Hs2 funding, and Gain Share will be achieved.

3.4.3 In addition, a review of the Investment Programme governance and appraisal processes has been commissioned to ensure effective arrangements are in place to support delivery of this Programme.

3.5 Resources

3.5.1 The management of resources is a key focus of the Leadership team and organisational structures are under regular review to ensure they reflect organisational requirements. Further details are to be provided to this committee through a separate report by the Interim Head of Organisation Development.

3.6 Information Security

3.6.1 Attention to Information Security risks continues to progress with delivery of the recommendations from an Internal Audit and the preparedness of compliance with the Data Protection bill 2017, which incorporates the EU General Data Protection Guidelines (GDPR).

4.0 Wider WMCA Implications

4.1 The effective identification and management of strategic risks is essential in ensuring wider WMCA implications are successfully removed, managed or adopted as appropriate.

5.0 Financial implications

5.1 There are no direct financial implications arising from this report.

6.0 Legal implications

6.1 There are no direct legal implications arising from this report.

7.0 Equalities implications

7.1 Equality considerations are taken into account in the assessment of individual risks. There are currently no direct implications arising from the risks contained in the corporate risk register or the contents of this report.

8.0 Appendices

Appendix 1 – Strategic Risk Register

WMCA strategic Risks - December 2017

Risk Description	Inherent Risk Score			Controls and measures already in place	Further actions required to mitigate risk	Residual Risk Score		
	Likelihood	Impact	Inherent Score			Likelihood	Impact	Residual Risk
<p>Stakeholder & Political Relations</p> <p>The devolution of new powers and budgets from government to the Authority under a reformed governance model will increase pressures on financial, operational, governance and scrutiny functions. There may be challenges in maintaining the relationships across the Region which helped to deliver The WMCA.</p>	3	4	12	<p>Ongoing close working with LEP's, Constituent and non-constituent members with regular communications in place to ensure all parties are fully engaged. Collaborative working to be maintained and extended where opportunities allow.</p> <p>The expectations of all members is to be clearly understood and shared with ongoing engagement with all partners and businesses at all stages of the Portfolio delivery.</p>	<p>Regular communication exists and is maintained at various levels.</p> <p>Wide representation at Governance Boards are to be maintained.</p> <p>New opportunities being identified by Leadership Team to maintain and improve relations with stakeholders, including major commercial partners.</p>	2	4	8
<p>Financial Assumptions of the Devolution Deals</p> <p>Assumptions of the Devolution deal have been made against expected economic growth, local precepts, business rate retention and interest rate levels. Not all have proved to be achievable to date.</p> <p>If these assumptions are not regularly monitored and reviewed to ensure assumptions and budgets remain valid, then should these prove to be incorrect, insufficient funds will be available to meet the Investment Programme funding requirements or the model will not meet financial expectations and a number of delivery schemes will be unachievable, or members of the Combined Authority will be liable for outstanding financial commitments.</p>	4	4	16	<p>Medium term financial strategy and Treasury management strategy in place, monitored and approved at Board level.</p> <p>Close working with Government to understand the ongoing financial position and its effects on the region including the:</p> <ul style="list-style-type: none"> Ownership and accountability of funding sources Borrowing powers of the WMCA and/or mayor for regeneration Ownership of Local Growth funds <p>Risks and implications of any existing Enterprise Zone business rate income commitments</p>	<p>Continuation of working with Government and constituent authorities regarding the assumptions relating to business rates. Mayoral rights to levy supplementary business rates has been incorporated into 2017 Devolution deal together with some capacity funding.</p> <p>Funding for Growth programme set up to look at alternative funding streams. Agreement required between all constituent and non-constituent members on a response strategy in the event of financial expectations not being achieved.</p> <p>Preparation for 2018/19 budget includes the alignment of the powers, budgets and the processes to ensure there is an accurate budget.</p> <p>Due to the funding gap in the programme, a ranking and sequencing exercise is to be undertaken by Q2 of 2018.</p>	3	4	12
<p>Delivery</p> <p>There is a risk the WMCA will come into disrepute if the organisation is unable to effectively deliver its obligations and aspirations as detailed in the Devolution programmes, the Strategic Economic and Mayoral Renewal plans or the Transport Act 2000.</p>	2	4	8	<p>WMCA Board undertakes overall responsibility for delivery of the Strategic Economic Plan, future devolution deal development, investment decisions and for allocating resources.</p> <p>Clear governance structures have been developed and approved by WMCA Board to provide direction and roles and responsibilities for individuals, boards and committees. These will remain under regular review to ensure they remain fit for purpose as the WMCA evolves.</p> <p>The Devolution Agreement Strategic Implementation Plan (DASIP) has been agreed by DCLG and provides regular KPI reporting to Government.</p> <p>Robust assurance arrangements in place to ensure delivery meets all governance requirements including the DCLG Assurance Framework.</p>	<p>WMCA Board and Leadership team providing oversight of any shortfalls in Investment Programme funding and opportunities for investment from stakeholders.</p> <p>The availability of sufficient capacity and appropriate skills in the marketplace to deliver the forward agenda is key to delivery and is on the Leadership agenda.</p> <p>A review of investment programme governance and appraisal processes has been commissioned to ensure effective arrangements are in place to support the delivery of the Investment Programme</p>	2	4	8
<p>Resources</p> <p>If capacity and skills amongst WMCA senior managers and Officers are insufficient or conflicts with other priorities, this may impact on the ability to deliver the WMCA Strategic Economic plan or the Mayor's Renewal plan and impinge on the organisation's ability of securing future funding opportunities.</p>	3	4	12	<p>Retention of high quality resources is a focus of WMCA Board and resource structures are regularly monitored at departmental, Leadership and board level.</p> <p>Governance structure and monitoring provides for early warning of possible pressures and required interventions to be sourced.</p> <p>Regular communications in place with all staff to maintain engagement across all levels of the organisation.</p> <p>Regular monitoring of the Annual Business Plan provides early warning of non-achievement in expected deliverables.</p>	<p>Leadership team is reviewing the organisational structure to ensure its capability continues to meet the future aspirations of the organisation.</p>	3	3	9
<p>Leadership Team</p> <p>There is a risk the capacity of the Leadership team is not sufficient to enable business decisions to be made in a timely manner, for instance due to difficulties in recruitment or excessive workloads.</p>	2	4	8	<p>Leadership team has been established with key individuals who have an expertise in their specific field and have established relations with key stakeholders to support the continued delivery of WMCA agenda.</p> <p>Continued oversight of all functions is maintained by the CEO with weekly review meetings to enable early intervention.</p>	<p>Close working arrangements in place with member authorities in order for all parties to provide mutual support as required.</p>	1	4	4

WMCA strategic Risks - December 2017

Risk Description	Inherent Risk Score			Controls and measures already in place	Further actions required to mitigate risk	Residual Risk Score		
	Likelihood	Impact	Inherent Score			Likelihood	Impact	Residual Risk
<p>Commerciality</p> <p>The WMCA has chosen to use commercial company delivery models in some areas. Challenging economic conditions and/or material loss of revenue from investments may result in commercial income streams not being able to deliver commercial revenue targets and/or the services which are contracted to be provided.</p>	2	4	8	<p>Formal governance structures are in place between WMCA and commercial bodies.</p> <p>CA directors appointed to companies providing regular interface between parties.</p> <p>Compliance of all financial accounting arrangements.</p> <p>Assurance & Governance checklist in place to review and confirm satisfactory arrangements are in place for all 'Arms Length companies'</p>	Close working arrangements to be maintained with WMCA commercial partners.	2	4	8
<p>Reputation</p> <p>There is a risk that the reputation of the WMCA will be compromised if the organisation does not present itself as, or deliver an effective and efficient organisation resulting in negative media coverage and an inability to deliver expectations.</p> <p>Where the WMCA has significant monetary investment and/or where the Mayor is heavily involved in projects/proposals run by partners, for example the Commonwealth Games, the operation of Arms Length Companies or high profile sporting or cultural events in the region; the WMCA needs to manage the additional indirect reputational risks that are posed by association with these projects/proposals.</p>	2	3	6	<p>Communications engaged in all business activity, providing regular liaison with the Mayor's office to ensure a pro-active and consistent message is delivered by all, at all times.</p> <p>WMCA spokespersons provided with media training.</p> <p>Regional Communications Group established ensuring access to media facilities for all WMCA members and stakeholders have access to media facilities.</p> <p>Progress of financial contributions monitored to enable coverage of all WMCA successes or early intervention of possible challenges.</p> <p>Close engagement with wider organisations.</p>	<p>Ensure regular review of Communication issues including forward planning Communications Grid.</p> <p>Ensure that major Regional initiatives e.g. Commonwealth Games have clear and transparent governance arrangements in place.</p>	2	2	4
<p>Governance</p> <p>A lack of, or non- adherence, to formal governance arrangements will result in a risk of ineffective or unsuccessful delivery of WMCA objectives and possible legal challenge impacting on the WMCA's ability to meet its obligations and future aspirations.</p>	3	4	12	<p>Comprehensive governance arrangements are in place and contained in the WMCA constitution, approved by the Board.</p> <p>The Head of Governance and Monitoring officer has direct access to the Leadership Team and WMCA Board, and responsibility for oversight of all assurance activities, including Audit.</p> <p>WMCA assurance framework developed in conjunction with, and approved by DCLG.</p> <p>Governance activities are managed centrally to ensure robust arrangements are in place and conform to all legal requirements.</p>	<p>Ongoing programme of Internal audits undertaken to provide an independent review that governance arrangements and internal policies are adhered to and remain effective.</p> <p>Risk based 2018/19 Internal Audit plan developed and awaiting approval by Leadership Team and Audit, Risk & Assurance Committee.</p>	2	4	8
<p>Information Security</p> <p>An inability to follow data protection requirements or to maintain secure ICT systems will cause the loss or misuse of personal data and ICT systems including opportunities for cyber crime and will result in legal challenges and an inability to maintain operations.</p>	3	4	12	<p>A Retention and Disposal policy is in place which follows the 8 principles of the Data Protection Act.</p> <p>Comprehensive suite of ICT security systems and monitoring in place to maintain secure ICT systems and protect against potential cybercrime structured in line with the 10 Steps to Cyber Security' as set by the National Cyber Security Centre.</p> <p>Role of Senior Information Risk Owner (SIRO) undertaken by the Finance Director, providing board-level accountability for Information Security.</p> <p>Gap analysis of WMCA compliance with the forthcoming General Data Protection Regulations has been undertaken to establish WMCA's preparedness for compliance by May 2018.</p>	Delivery of the Action Plan resulting from the gap analysis to be completed including the mandatory appointment of a Data Protection Officer.	3	3	9

WMCA strategic Risks - December 2017

Risk Description	Inherent Risk Score			Controls and measures already in place	Further actions required to mitigate risk	Residual Risk Score		
	Likelihood	Impact	Inherent Score			Likelihood	Impact	Residual Risk
<p>Health & Safety</p> <p>Health & Safety procedures need to be maintained to ensure safe working conditions for staff, visitors and users of all WMCA facilities. Failure to provide a safe environment for all users will result in potential legal challenges due to unsafe, or unreliable infrastructure particularly on the transport network.</p>	1	4	4	<p>Health & safety duties are delivered to ISO18001 standard with ongoing compliance externally assessed 6 monthly.</p> <p>Quarterly inspections of all assets undertaken to ensure H&S compliance is maintained including review of accident reports.</p> <p>Monthly H&S position statement provided to satisfy Boards of the Organisation's Corporate responsibilities.</p> <p>Health & safety obligations are considered in the development of all projects and programmes.</p>	<p>Ongoing engagement with all WMCA departments to ensure adherence of H&S policies by all.</p> <p>Immediate engagement with emergency services and /or HSE to provide proactive management of H&S incidents.</p>	1	3	3
<p>External Factors</p> <p>If external challenges or changes in policy from global, EU or government / political or financial change are not factored into WMCA plans, the delivery ambitions may become unachievable.</p>	2	3	6	<p>All parties remaining cognisant of external factors including the short, medium and long term effects of the exit from Europe.</p> <p>Maintaining awareness of existing and new legal and environmental regulations to ensure compliance at all times.</p> <p>Innovative programme delivery mechanisms to be sourced, working towards joint venture modelling (similar to the Metro Alliance) working collectively with the private sector on sharing of risk and costs with partners.</p> <p>Close liaison with HS2 Board to deliver synergies across programmes and providing a collective investment vehicle for growth to local residents and businesses.</p>	<p>Working continually with the Department for Business, Energy and Industry Strategy (BEIS) to ensure the government agenda is met</p> <p>Brexit implications continue to be monitored and the organisation remains cognisant of it's developments and the emerging risks.</p>	1	3	3

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WEST MIDLANDS
COMBINED AUTHORITY

Briefing Note

Meeting: Overview & Scrutiny Committee
20th March 2018

Title: Budget Task and Finish Group - Progress

Prepared by: Councillors Peter Hughes and Claire Spencer (Lead Members)

Martin Stevens
Tel No: 01902 550947
Email: martin.stevens@wolverhampton.gov.uk

1.0 Recommendation

1.1 To note the activity of the Budget Task & Finish Group.

2.0 Purpose

2.1 To update the Overview and Scrutiny Committee of developments and progress in relation to the work of the Budget Task and Finish Group.

3.0 Background

3.1 On the 22 November 2017 several members of the Budget Task and Finish Group attended a meeting of the London General Assembly – Budget and Performance Committee. This helped to set out the challenges and issues Members face scrutinising the budget process. Members of the Task and Finish Group met the Chair of the Committee informally after the meeting had completed.

3.2 On the 24 November 2017 the Budget Task and Finish Group attended a briefing session regarding the Budget setting process. This was given by WMCA Finance Officers, Louise Cowen and Linda Horne.

3.3 On the 6 December 2017, Cllr Claire Spencer, a Member of the WMCA Budget Task and Finish Group, spoke about the WMCA at the Centre for Public Scrutiny Annual Conference held in London. The presentation was well received by attendees.

3.4 The Task and Finish Group met on the 16 January 2018 to prepare for the Mayor's Budget Question Time. The group developed a number of questions to ask the Mayor which were themed into categories.

- 3.5 The Mayor's Budget Question Time took place on 24 January 2018 and lasted two hours and was the first meeting where the Mayor, Andy Street, was questioned directly about the finances of the organisation and budget for 2018/19 and proposals for funding his office. The event was streamed live through the WMCA Twitter account @WestMids_CA. All Scrutiny Panel Members and substitutes were invited to be present for the session. The responses the Mayor gave during Question Time helped to formulate a Scrutiny response to the draft budget which was submitted to the WMCA Board for their meeting on the 9 February 2018.
- 3.6 A Centre for Public Scrutiny Conference was held on 31 January 2018 at the University of Birmingham on Scrutiny at Combined Authorities in England. Several Members of the Budget Task and Finish Group attended along with Officers. The conference helped to develop some ideas for scrutiny of the WMCA moving forward.



Briefing Note

Meeting: Overview and Scrutiny Committee
20th March 2018

Title: Governance Task and Finish Group - Progress

Prepared by: Councillor John McNicholas (Lead Member)
Gennie Holmes
Email: gennie.holmes@coventry.gov.uk
Tel No: 024 7683 1172

1.0 Recommendation

- 1.1 To agree the next piece of work will be a review of the governance of transport within the WMCA.
- 1.2 To agree an extra meeting in April to consider the outcomes from that review and the options and models available.

2.0 Purpose

- 2.1 To apprise the Overview and Scrutiny Committee of developments and progress in relation to the work of the Governance Task and Finish Group, following the meeting of the group on 9th February 2018.

3.0 Background

- 3.1 The Task and Finish Group met for the first time on 17 November 2017 to consider its terms of reference and the scope for its initial piece of work in relation to the transition of West Midlands Fire and Rescue Authority (WMFRA).
- 3.2 Recommendations from this work were considered by the West Midlands Combined Authority Board at their meeting on 8th December 2018.
- 3.3 From that meeting it was agreed that the WMFRA governance review would be undertaken collaboratively with the Overview & Scrutiny Committee so as to ensure that the views of that committee were considered as part of the development of the final governance model for the West Midlands Fire Service

- 3.4 The next stage in the work of the task and finish group is to consider the governance of transport within the West Midlands Combined Authority
- 3.5 Members of the task and finish group met on 9th February to update the scope of the task and finish group to incorporate the transport element.
- 3.6 As part of the scoping exercise, Members of the task and finish group discussed possible models of governance for the transport aspect of the combined authority. Members also discussed the Disparity of SRA's across the governance structure of the WMCA which needs to be addressed by the Combined Authority and the Mayor.
- 3.7 Members of the Governance Task and Finish Group request a further meeting of the Overview and Scrutiny Committee to consider the outcome of the review and recommendations to the Combined Authority Board.

Scrutiny Review – Scoping Document

Review Title:	Governance Task and Finish Group
Work to be carried out by:	Cllr John McNicholas (Lead Member) Gennie Holmes (Lead Officer) Cllr Yvonne Mosquito Cllr John O’Shea Cllr Kate Wild Cllr John Glass Cllr Stephen Simkins
Date of Review:	9 th February 2018 – 20 th March 2018
Purpose of the Review:	<p>Working within the terms of reference agreed, to review the governance structure, role and accountability of the current transport structure of the West Midlands Combined Authority (WMCA).</p> <p>The group will focus on the governance structures in a number proposed scheme on behalf of the WMCA Overview and Scrutiny Committee to identify recommendations including to put forward recommendations to the WMCA Board and Mayor.</p> <p>The group will ensure that there are robust scrutiny structures in the scheme that enable accountability and transparency in decision making. The model should be able to be duplicated to enable consistency across different areas of the WMCA including Fire and Police.</p> <p>There is a disparity of SRA's across the governance structure of the WMCA which needs to be independently addressed by CA and the Mayor Creating something that is fit for the future.</p>
Intended Outcomes:	<ul style="list-style-type: none"> <input type="checkbox"/> To identify recommendations for the WMCA Board for consideration to with regard to the governance structures of the WMCA. <input type="checkbox"/> To identify how the governance of the transport delivery committee may work with WMCA Overview and Scrutiny and whether there may need to be adjustments to the scrutiny structure to ensure robust scrutiny can be applied to this area of responsibility for the WMCA. <input type="checkbox"/> A template for other areas of responsibility for the WMCA
Officer Group (including partners):	
Links to the WMCA priorities:	The WMCA SEP contains a governance structure which covers different bodies some of which are new, others which have been transferred.

Reasons for undertaking the review: To ensure that the governance of transport is integrated and consistent with other WMCA governance arrangements.			
Scoping undertaken by:		Gennie Holmes	
WMCA Senior Officer:		Tim Martin	
Existing data available for consideration:			
<ul style="list-style-type: none"> • WMCA Governance Structures • TDC Finance & Performance Lead Member Response for Overview & Scrutiny Committee, 30 January 2018 			
Review Work Programme:			
Task	Method	Lead person(s)	Completion by
Agree scope	Draft scope		9/2/18
Feedback progress to WMCAOSC	Circulated report	Cllr McNicholas	2/3/18
			2 nd meeting
Identification of recommendations			3 rd meeting
Report back to WMCA OSC			20/3/18
Review Scoping Checklist		Status	
Draft agreed by Committee			
Draft to relevant Chief Officer(s) for comments			
Draft to relevant Portfolio Lead(s) for comments			
Final version (amended following above steps) shared with Board for confirmation			



Meeting West Midlands Combined Authority – Land Task and Finish Group

Held on 26th February 2018, in Conference Room 3, Walsall Council House, Lichfield Street, Walsall

Prepared By Councillor Ian Shires
e-mail: Cllr.Ian.Shires@Walsall.gov.uk

Present Cllr Ian Shires (Walsall) (IS)
Cllr Peter Douglas Osborn (Birmingham) (PDO)
Cllr Peter Hughes (Sandwell) (PH)
Nic Bliss (Confederation of Co-Operative Housing) (NB)
Sara Woodall (Accord Housing) (SW)
Neil Hollyhead (Walsall Council) (NH)
Nirmal Samra (Cannock Chase) (NS)
Brenda Drew (Notes) (BD)

Apologies Were received from Cllr Dean Carroll (Shropshire), Cllr Diana Holl-Allen (Solihull) and Dr Chris Handy

Scope of the Task and Finish Group

1	Spatial Planning
	a) Where is development needed and what sites are available? What are they are what challenges do they present?
	b) Consider available brown field sites. What level of remediation work is required? What is the Social impact of investing and developing this sort of site?
	c) How do points a and b link with areas of deprivation in the WMCA Region?
	d) In non-constituent councils only, consider if development on Green Belt land is required.
	e) How can strategic planning have a community focus?
2	Forthcoming Housing Development
	a) Understand the location and numbers of housing development already approved but not being constructed.
	b) Develop understanding of why thee are delays to see if there are any common issues.
	c) Is land banking taking place? If so, where and why?
3	What delivery vehicles/methods are required?
	a) What delivery methods are currently used?
	b) What alternative means are available and how would they improve development delivery?
4	How can homes be built differently to improve supply?
	a) Can modular homes with offsite production make a viable contribution to the regions housing target?
	b) What capacity already exists for modular homes?
	c) What skills are required for modular homes?
	d) What have other regions and countries achieved with modular homes?
	e) Current constraints

Cllr Shires advised the meeting that some of the work identified as part of the original scope of the Task and Finish Group has or is being undertaken by member Councils and this will be fed back to the group.

Cllr Peter Hughes confirmed that Sandwell are looking at how homes can be built differently. He confirmed they have already visited the Accord Factory for modular/off site construction and are looking at some further options shortly.

Cllr Ian Shires said that Walsall Council had recently meet through their Scrutiny Panel with housing providers. He said that this meeting had highlighted five recurrent issues:

- a) Lack of affordable and readily available land;
- b) Universal Credit roll out and ensuring customers are prepared for changes;
- c) Benefit Reductions and impacts;
- d) Funding pressures within the sector pose challenges;
- e) Impact of Right To Buy stock replenishment.

It is envisaged that these themes would be the applicable across the wider Combined Authority.

Spatial Planning Theme

Cllr Shires confirmed that meeting was to discuss the Spatial Planning theme, to understand how Councils will deliver the target number of houses, the impact on resources, and impact on/of infrastructure.

During the discussions Members highlighted that the Group requires some additional information to inform the working of the group.

<p>Housing Needs and market needs Assessment for the combined Authority Area</p>	<p>A Housing needs assessment incorporating data for the whole of the Combined Authority needs to be pulled together to identify what is required now and for planning for the future, members said that this may be different in each Council, based on the definition of need and the difference between need and aspirations.</p> <p>It was highlighted that some Councils are waiting for guidance from Government on a standard housing needs assessment but here was a discussion about whether the T&F group could pull together their own .</p>
<p>Deprivation data</p>	<p>Colleagues asked for the deprivation data for the whole of the combined authority to be provided.</p>
<p>Land Banking</p>	<p>A list of all developments with planning approval that have not yet commenced across the combined authority was also requested. This would have to be provided by each planning department though the relevant council lead.</p>

It was suggested that Delma Dwight at the Black Country Consortium should be contacted as she holds a considerable amount of data regarding the Black Country. Neil Hollyhead said he will find out what documents are available and how they fit together.

Barriers to development

Members recognised that barriers are different across the different Councils within the Combined Authority. For example it may be difficult to develop schemes due to local restrictions on use of land, such as greenfield or green belt sites.

A discussion was held around the need for officers to come together in some areas to push projects forward, that have been long approved where the land is in the public domain.

Councils approach to development need to include building the community / neighbourhood rather than just the houses, including flexibility in relation to nomination and tenure types.

Members discussed that the strategy needs to look at providing housing alongside business and infrastructure and that there is a key link between these strategies. For example providing housing close to transport links and close to businesses would provide people with the ability to be less reliant on a car and to use public transport.

It was suggested that a return to a more traditional Council House type of provision could be considered where the constituent members of the Combined Authority pool together to have greater potential for borrowing and share the risks and rewards of such an arrangement. Neil referred to The Land Assembly Fund which is being considered as part of Devo 2, but it is anticipated that this would be more geared around CPO, Legal Advice and Planning.

Members discussed developing a common housing standard across the Combined Authority, looking at houses that are low carbon and low running costs are also a key area to be looked at. It was suggested that the CA could develop its own Green Standard. SW was happy to be a lead for this as Accord was linked into the Green Growth Strategy

Members discussed the issues regarding Right to Buy (including the Voluntary Right to Buy Pilot) and the impact on the RSL's, and how this is affecting the levels of Social Housing Stock.

Remediation of brownfield sites, should no longer be a barrier as there is now a Remediation Fund, but it has been fed back that no one is clear on the criteria for this fund and the timing for the release of the monies had been a recent issue for Accord as they had a Homes England target for a site on site which would not be met if an application for the Remediation Fund could not be made in the current financial year

Another example given was in Sandwell where the development of a Health Centre site with 6 houses, Council has been turned down for the LEP funding for remediation costs.

A suggestion was made to look at remediation funding specifically for underground workings/mine shafts, as this is an issue across the Authority.

Colleagues outlined some of the ideas that are being considered to reduce land banking.

Delivery Models

With regards to delivery models Nic Bliss outlined some of the benefits of Co-Operative style arrangements, and that currently Co-Operative housing is exempt from Right to Buy regulations. Nic shared a copy of a flyer which has been circulated to Local Councils regarding Community-Led Housing and would encourage them to look at the toolkit when it becomes available in March 2018. He would also encourage Councils look at the Community Housing Fund.

Other options include Mutual Home Ownership schemes as community-led housing can be multi tenure

Summary of actions

- a) Guidance on the Voluntary Right to Buy Pilot required including particularly 1-4-1 replacement, which is due to be launched in July, but has not yet been issued. SW is on the Operational Board and will feed back.
- b) Guidance on a standard housing needs assessment, to enable consistency across all Councils. NH to progress
- c) Guidance on criteria for access and timing for bids to the Remediation Fund. IS to ask the LEP for clarity
- d) Delma Dwight to be asked to supply deprivation data for the Black Country
- e) All local authorities to be asked to supply list of approved planning applications where work has not started after a significant period

Next Meeting

Members suggested that the next meeting should be to Look at delivery methods and in particular the Co-Operative Models – benefits and drawbacks . Sara Woodall invited the members to visit the Accord Co-Operative Developments in Redditch.