



## Public Services Reform Board

**Date:** Thursday 22 February 2018  
**Time:** 1.00 pm **Public meeting** Yes  
**Venue:** Room 116, 16 Summer Lane, Birmingham B19 3 SD

### Membership

Councillor Steve Eling (Chair)	PSR Portfolio Holder for WMCA
Councillor Ian Ward	Birmingham City Council
Councillor Roger Lawrence	City of Wolverhampton Council
Councillor George Duggins	Coventry City Council
Councillor David Vickers	Dudley Metropolitan Borough Council
Councillor Bob Sleigh	Solihull Metropolitan Borough Council
Councillor Sean Coughlan	Walsall Metropolitan Borough Council
Councillor Pat Witherspoon	Redditch Borough Council
Councillor Karen Calder	Shropshire County Council
Councillor Michael Stokes	Rugby Borough Council
Dame Julie Moore	Chief Executive of University Hospitals Birmingham NHS Foundation Trust
Sarah Middleton	CEO Black Country Consortium
Sue Ibbotson	Public Health England
Alison Tonge	Director of Commissioning ,NHSE
Paul Faulkner	Greater Birmingham Chamber of Commerce
Tom McNeil	Office of the Police and Crime Commissioner
Jayne Meir	West Midlands Police

Quorum for this meeting shall be one third of its members

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

**Contact** Wendy Slater  
**Telephone** 0121 214 7016  
**Email** [wendy.slater@wmca.org.uk](mailto:wendy.slater@wmca.org.uk)

# AGENDA

No.	Item	Presenting	Pages
1.	Apologies for absence	Chair	None
2.	Declarations of Interest 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 is thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Chair's Remarks	Chair	None
4.	Minutes of the last meeting	Chair	1 - 4
5.	Matters Arising	Chair	None
6.	PSR Portfolio - A Draft Forward View for discussion	Henry Kippin	5 - 14
7.	# WM Futures - discussion paper	Henry Kippin	15 - 18
8.	Social Economy Taskforce	Henry Kippin	19 - 32
9.	Updates	Henry Kippin	None
10.	Date of next meeting - 7 June 2018		None



## WEST MIDLANDS COMBINED AUTHORITY

**Meeting:** Public Service Reform Board  
**Subject:** Minutes  
**Date:** Thursday 30th November 2017 at 13:00

<b>Present:</b>	
Councillor Steve Eling (Chair)	PSR Portfolio Holder for WMCA
Councillor Pat Witherspoon	Redditch Borough Council
Councillor David Vickers	Dudley Metropolitan Borough Council
Jason Lowther	PSR Policy/ Research and Intelligence Lead
Jayne Meir	West Midlands Police
Phil Loach	PSR Chief Executive
Roger Ryman	WMFS – Minute Taker
Sarah Middleton	CEO Black Country Consortium
Vikki Holland	PSR Chief Executive Support Lead
Alison Tonge	Director of Commissioning, NHSE
Dr Henry Kippin	West Midlands Combined Authority
Sue Ibbotson	Public Health England
Tom McKneil	OPCC
Tony Smith	Birmingham
Sarah Norman	Chief Executive Dudley

### Apologies

Stella Manzie (Chief Executive Birmingham City Council), Councillor Ian Ward (Birmingham City Council)

### Welcome and Introductions

#### Points raised

1. Cllr Steve Ealing welcomed Dr Henry Kippin.

#### 1. Minutes and Action Log from Previous Meeting

The minutes from the previous PSR Board meeting were agreed and outstanding actions will be discussed within today's agenda.

#### Resolved

- It was announced that the conversations around the WMCA digital strategy are ongoing .

#### 2. Public Service Reform update & Narrative

Dr Henry Kippin gave a presentation on a suggested new narrative for Public Service Reform focusing on inclusive growth.

## **Points raised**

1. PSR should not be a set of ideas set by policy people, this has not worked in the past, it needs to be constructed in a different way.
2. The headline narrative may need to change.
3. The budget announced by the Chancellor of the Exchequer is a bridging budget – there was nothing strategic.
4. Is “Public Service Reform” a misnomer? “Reform” has gained negative connotations; may need to work on the language used. Need to be clearer on purpose. What is the future of PSR?
5. Need to find ways to work together better, and look at ways of making savings and generating more income, may need to do something radically different.
6. Need to look at what can be delivered
7. Social Policy and PSR are interlinked.
8. Need to look at and engage / involve 3<sup>rd</sup> sector (voluntary sector).
9. Identify and articulate barriers to PSR.

Action: Dr Henry Kippin to circulate copy of Presentation to members.

### **3. Workshop Briefing and Next Steps**

Phil Loach presented a report (circulated prior to the meeting) and gave an update on the Workshop.

## **Points raised**

1. The Workshop was well attended.
2. Need to develop rapid outline business cases on the three proposals.
3. House Building: Get Local Authorities to work closer together.
4. Schools Challenge: Dudley would be interested in taking part.

### **4. Public Service Reform – Multiple Complex Needs Work stream**

Vikki Holland presented a report (circulated prior to the meeting) and gave an update on the Multiple Complex Needs (MCN) Work stream.

## **Points raised**

1. Ensure a joined-up approach is taken.
2. Consider links to Criminal Justice
3. Birmingham and Solihull Ensure links to the STP?
4. Ensure that the right people are included in the conversation.
5. What is the definition of the people to be included in a joined-up conversation: i.e. who are they, where are they, etc.
6. Projects in different work streams.
7. Is this the right direction?

## **Resolved**

1. To agree the MCN Vision, objectives and values created from the learning and understanding from various sources.

2. To support the future direction of the MCN work stream by approving the seminar ('Agora') and the publishing of the MCN Paper.

### **5. Public Service Reform – Update on Youth Offending, Criminal Justice and the Devolution of Youth Justice work stream**

Jason Lowther gave an update on behalf of Claire Dharmi about Youth Offending, Criminal Justice and the Devolution of Youth Justice work stream.

#### **Points raised**

1. There was a discussion around an appropriate sponsor. Charlie Taylor was suggested?
2. Need to be clear about what is expected.

Action: Sue Ibbotson to speak to Claire about relationship with Ministry of Justice.

#### **Resolved**

1. To note the completion of a strategic needs assessment in Youth Justice
2. To approve a call for evidence in services and interventions in Youth Justice.
3. To agree the co-thinking, co-design and development of the collaborative and devolution opportunities with the Ministry of Justice.
4. To consider a sponsor for the Youth Justice review to launch the call for evidence and chair the steering group and round table events.

### **6. Verbal Update**

The verbal update from Dr Henry Kippin was covered earlier in the meeting.

### **7. Actions**

<b>Number</b>	<b>Date</b>	<b>Action</b>	<b>Accountable Person</b>	<b>Status</b>
1	25.05.17	PL to explore taking the digital proposal into the Strategy Devolution group.	PL	Completed
2	30.11.17	HK to circulate a copy of his presentation to members of	HK	

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## Public Service Reform Board

<b>Date</b>	22 February 2018
<b>Report title</b>	PSR Portfolio - a draft forward view
<b>Portfolio Lead</b>	Councillor Steve Eling - Cohesion & Integration and Public Sector Reform
<b>Accountable Chief Executive</b>	Chief Fire Officer Phil Loach Email: phil.loach@wmfs.net Tel: 0121 3806909
<b>Accountable Employee</b>	Henry Kippin, Director of Public Service Reform Email: <a href="mailto:henry.kippin@wmca.org.uk">henry.kippin@wmca.org.uk</a> Tel: 0121 2147209
<b>Report to be/has been considered by</b>	

### Recommendation(s) for action or decision:

#### The Public Service Reform Board is recommended to:

1. Note and discuss the draft approach set out in the Forward View attached.
2. Recommend any appropriate changes to the narrative and content

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# WMCA – Public Services, Inclusion and Cohesion Forward View

Draft for consideration at PSR Board

22<sup>nd</sup> Feb 2018

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Portfolio Lead: Cllr Steve Eling  
Chief Executive: CFO Phil Loach  
Director: Dr Henry Kippin

## *Our mission...*

*The WMCA's 'public service reform, inclusion and cohesion' portfolio is the foundation stone for inclusive growth across the region that all of our residents can benefit from.*

*Our aim is to enable change through collaboration - working with our members and partners on public service innovation that connects our communities and unlocks our potential. This is 'whole place collaboration built from the bottom up'.*

*Our role is about adding value through insight, innovation and system leadership - helping to create the conditions for new models of service delivery that can make a real difference on the ground.*

# Our operating principles:

How we work is just as important as what we do.

We want to be:

1. **Collaborative by Default** – working with our partners in local government, NHS, Fire, Police and across the spectrum of services to help make change happen through collaboration.
2. **Focused on Outcomes** - the WMCA should be a champion of improved outcomes for citizens, and this is the basis on which we prioritise our work and align our resources – working across others parts of the system where can drive a social benefit
3. **Outward Focused and Innovative** – we add value in our enabling role: providing research and development, insight and innovation for the region, and a support mechanism for our members to address public service problems in their places
4. **Focused on Improving Productivity**– focusing our efforts on areas where we can play a role unlocking the social and economy productivity of citizens, communities and services to drive inclusive growth
5. **Adding Value and Supporting the System** – focusing our energy in areas we can help real world impact to be made, which is defined and led by our partners, and which benefits those who need it most

# The Operating Context – what is shaping our strategy?

**Public Finance** – an ongoing context of public sector austerity and increasing fragility of local government finance. Mismatch between supply-and-demand that is growing as demographic change and the impact of certain policies is felt

**Devolution** – a new phase of devolution based less on ‘deal-by-deal’ activity, less obviously driven by HM Treasury, and framed more obviously by Industrial Strategy and public value

**Industrial Strategy** – clear ambition for local industrial strategies – business led but requiring credible human capital strategies that require public service innovation and cross-sector collaboration

**Brexit** – ongoing uncertainty about the impact of Brexit in both the wider economy, and within the public services – issues around recruitment, retention and skills equally important as fiscal implications.

**Public Services** – no clear central government policy on the future of public services, putting the onus on local areas to develop credible strategies and new models of leadership

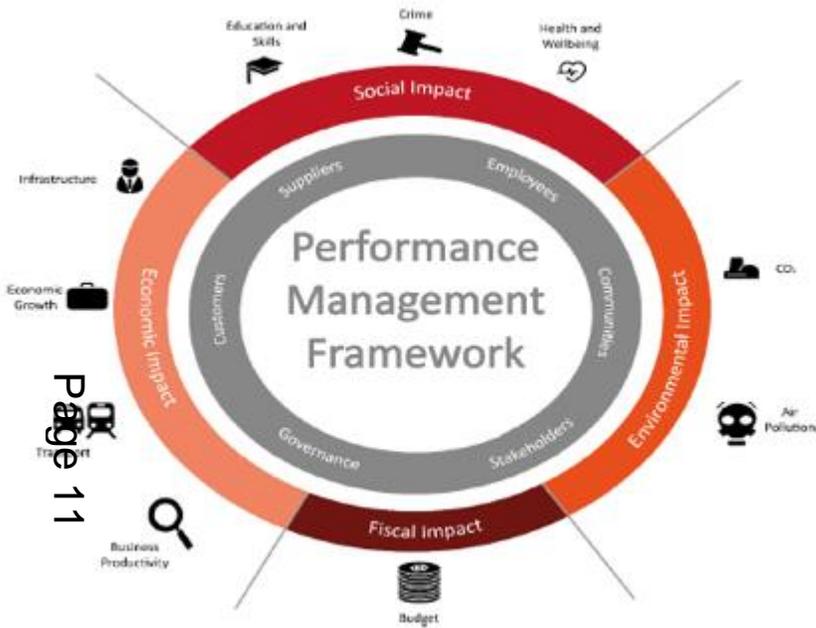
**And most importantly....the West Midlands!** – an opportunity to shape a positive phase of engagement between the WMCA, its members and its partners based on a shared understanding of value



# Accountabilities

The West Midlands SEP sets out a range of accountabilities for the region’s partners. This is a three-LEP, three-STP, multi-council area. So we recognise that enabling a positive change in outcomes is complex, and will require a close interrelationship between the PSR and other work programmes.

*Closing the spending gap – now 4.3bn – is an explicit goal within the SEP. This is about a balance between growth and spending that we will support through enabling public service innovation and supporting inclusive growth. Being blunt – how do we connect our communities to the opportunities we are creating for the WM?*



## Improved Life Chances for All, measured as:

- No. troubled individuals worked with
- Improved outcomes for those individuals
- Reduced re-offending & entry rates
- Reduced inequality in HLE
- Narrowing of health inequality gap across SEP
- NEET numbers
- GCSE attainment, qual levels & no. apprenticeships
- Mental health 'contact' & suicide levels
- % physical activity for adults

*We also have commitments set out within our devolution deals:*

- A transition in governance/accountability arrangements for police and fire – which needs to be worked through collaboratively
- Establishment of an ODA – which will build on existing data analysis capabilities within the region
- Central government commitment to work with us on a new blueprint for PSR – an opportunity for us to be proactive and set out what good would look like

Productivity (measured in Gross Value Add-GVA per head) will be **5%** higher than the national average

Current **3.9 billion** deficit between taxes raised and public expenditure in the area eliminated

# Public Service Reform, Inclusion and Cohesion – Plan on a Page

*The WMCA's 'public service reform, inclusion and cohesion' portfolio is the foundation stone for inclusive growth across the region that all of our residents can benefit from. We believe in change through collaboration - working with our members and partners on public service innovation that connects our communities and unlocks our potential. This is 'whole place collaboration built from the bottom up'. Our role is about adding value through insight, innovation and system leadership - helping to create the conditions for new models of service delivery that can make a real difference on the ground.*

## INCLUSIVE GROWTH

Promoting a model of economic growth that impacts positively on all of our residents and communities. Our activities focus on building our capacity to influence and promote inclusive growth priorities, driving social value in everything we do, and developing specific actions to promote inclusive transport, housing, skills and public service outcomes.

### Inclusive Growth Unit

Including our Inclusive Growth Toolkit, and regular blueprints for inclusive growth outcomes in key policy areas

### Social Economy & Social Value

Including our Social Economy Taskforce, which explores the role of social econ orgs and social value commissioning in inclusive growth

### Connected Communities

Including the development of PSR hubs and ensuring IG outcomes in transport and housing policy

## RADICAL PREVENTION

This is about developing radical new ways of preventing social problems that are entrenched within the region, and which block the potential of so many of our communities. Our activities focus on changing outcomes for some of our most disadvantaged people, both through leading edge research and the application of new delivery models alongside our members and system partners.

### Multiple Complex Needs

'Pathfinder' pilot in south Birmingham. Potential to create WM service innovation around MCN

### Youth & Women's Justice

Including path breaking research work on ALTAR and development of a strategy for CJS devolution

### Future Delivery Models

Including service co-design with fire, police and PS partners, and work with CWC and youth unemp.

## SYSTEM COLLABORATION

This is about enabling change across the system of public services and civil society within the West Midlands - through creating space for collaboration and establishing the building blocks for whole place change. Our activities focus on unlocking collaboration between our members, and applying new ways of solving problems.

### Leadership & Workforce

Including early work to develop a collaborative leadership programme for WM – with WMCA playing an enabling role

### Digital & Data

Including the Office for Data Analytics, and the recruitment of a Chief Digital Officer to support digital innovation in public services

### Public Value Collaboration

Including setup of a WM 'Public Impact Lab', and potential development of 'public value' pilots in case study areas





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**WEST MIDLANDS**  
COMBINED AUTHORITY

## Public Service Reform Board

<b>Date</b>	22 February 2018
<b>Report title</b>	#WM Futures – discussion paper
<b>Portfolio Lead</b>	Councillor Steve Eling - Cohesion & Integration and Public Sector Reform
<b>Accountable Chief Executive</b>	Chief Fire Officer Phil Loach Email: phil.loach@wmfs.net Tel: 0121 380 6909
<b>Accountable Employee</b>	Henry Kippin Email: henry.kippin@wmca.org.uk Tel: 0121 214 7209
<b>Report to be/has been considered by</b>	

### Recommendation(s) for action or decision:

### The Public Service Reform Board is recommended to:

1. Consider and discuss the question 'What role should WMCA play in enabling workforce collaboration and leadership development in the West Midlands?'
2. Consider the draft next steps set out in the paper

## **1.0 Purpose**

- 1.1 To discuss the paper below as well as agree a possible approach to enabling workforce collaboration and leadership in the West Midlands

## **2.0 Background**

- 2.1 This discussion paper explores the role of the WMCA in enabling workforce collaboration and leadership in the West Midlands.

- 2.2 The PSR board has argued that workforce collaboration and 'place leadership' is an important enabler of public service reform. This is because of:

- Trends within the public sector nationally which emphasise the need to work collaboratively and across sectors and service silos
- An increasing emphasis on 'place' – as a way of organising public services to better fit with increasingly complex lives and needs
- An acknowledgement of OD and leadership as key planks of building readiness for public service collaboration

- 2.3 There is a rich body of evidence on the need for – and the impact of – collaborative leadership development within public services, both within and outside of the West Midlands. For example:

- The University of Birmingham's '21<sup>st</sup> Century Public Servant' programme, which sets out a series of characteristics tested with public service workforce, leadership (political and administrative).
- Collaborate's 'Ignite' programme, developed in partnership with the LGA and Solace, which provides a collaborative learning space for local government CEOs and cross-sector equivalents
- NHS Leadership Academies (both national and regional), which emphasise the need for leadership across tiers of care, different care settings and across the clinical and managerial divide
- Cross-sector leadership programmes like Common Purpose, On Purpose and the Clore Social Leadership Programme, which emphasise the relationship between personal, collective and system leadership
- A raft of academic evidence from experts like Peter Senge and Jocelyn Bourgon on the need for new 'cultures' of leadership to fit a changing public service landscape.

## **3.0 Wider WMCA Implications**

- 3.1 None

## 4.0 #WM Futures

4.1 The proposition we would like to test is that the WMCA develops a brand identity, and a 'spine' – a set of characteristics against which we can endorse different leadership and OD interventions. We would develop this collaboratively – bringing together key players already within this space, and asking them where the value-add might lie. We would seek to broker this with our members (constituent and non-constituent), and would add value through bringing a consistent set of values and principles to bear, and through being a learning partner within the region.

4.2.1 Whilst there are examples of workforce collaboration and various plans for cross cutting leadership development in the West Midlands, because these have grown organically, opportunities to build greater synergies and collective impact under a common West Midlands brand are potentially being missed.

## 5 Draft Next Steps

5.1 Practically, this could take the following form:

1. **Co-Design Workshop** – with representatives from different public services, stakeholders like WM employers, NHSLA and UoB, and some national expertise e.g. from collaborate/Solace/LGA. Ideally this would take place in Spring and could be hosted by WMCA as a way of introducing the concept and the rationale. This would be resourced by WMCA with partners. We would span 'services to the public' beyond the public sector.
2. **Work Programme** – which would be developed out of the co-design session, and would ideally be a mix of interventions led by our partners, linked to the central 'spine' of the #WMFutures programme. We would plan 12 months of work with a view to:
3. **#WMFutures Festival** – a one or two day 'festival' at which partners in the programme share their experiences and explore how the workforce development and leadership programme could be improved, scaled and deepened across the region. This would ideally be resourced through partnership and sponsorship

We would like to test this proposition with the PSR board with a view to broadening the conversation should the board be minded to support the proposal.

## 6 Financial implications

6.1 There are currently no financial implications from this report.

## 7 Legal implications

7.1 There are currently no legal implications from this report.

**8 Equalities implications**

8.1 None

**9.0 Other implications**

9.1 None

**10.0 Schedule of background papers**

10.1 None



## Public Service Reform Board

<b>Date</b>	22 February 2018
<b>Report title</b>	Social Economy Taskforce
<b>Portfolio Lead</b>	Cohesion & Integration – Councillor Steve Eling
<b>Accountable Chief Executive</b>	Chief Fire Office, Phil Loach email: phil.loach@wmfs.net tel: (0121) 3806909
<b>Accountable employee(s)</b>	Henry Kippin, Director of Public Service Reform Email :henry.kippin@wmca.org.uk Tel: 0121 2147209
<b>Report to be/has been considered by</b>	WMCA Board – 9 February 2018

### Recommendation(s) for action or decision:

#### The WMCA Board is recommended to:

- (1) Note proposed approach to establishing a Social Economy Taskforce.
- (2) Support the draft next steps set out in the paper.

## 1. The WMCA Social Economy Taskforce

- 1.1 The “social economy” covers different types of organisations united by a clear social purpose – including the voluntary and community sector, social enterprises and charities. A definition is offered in [2.1] below.
- 1.2 The West Midlands Combined Authority is committed to driving a model of inclusive growth for the region that benefits all of its residents. This means being bold about the scope and pace of growth, enshrined in our commitment to an uptick of GVA per head of 5% above the national average by 2030.
- 1.3 But we are equally bold about how inclusive this growth needs to be. Ambitious social metrics (such as a closing of the healthy life expectancy gap) are embedded within our Strategic Economic Plan, and we have committed to producing an Industrial Strategy which takes seriously the need to look at productivity across the whole spectrum of the West Midlands economy.
- 1.4 We are establishing a Social Economy Taskforce to look specifically at the role that the social economy sector can play within this inclusive growth picture, and ask how the WMCA can support and enable opportunities for the sector that will benefit our residents and communities. We are doing this because we feel a vibrant social economy sector is a critical component of an inclusive and balanced economy, and recognise that the agenda risks being underplayed without specific, concerted action.
- 1.5 Our focus is therefore on creating a blueprint for progress based on three outcomes:
  - *A clear articulation of the difference that the WMCA can make to the strength of the social economy in the West Midlands – drawing out specific short, medium and long-term actions based on insight and input from within the sector and beyond.*
  - *A clear steer on the role the WMCA can play to recognize and promote the role of charities, social enterprises and community organisations in delivering public service outcomes – with a specific focus on the sectors and services which offer the biggest opportunities, and the areas in which the WMCA can add value.*
  - *A development plan for the areas in which social economy organisations can help the WMCA and its partners address some of the region’s most pressing problems – and an understanding of how collaboration between the public, private and social sectors can enable this.*
- 1.6 We are mindful that this agenda is cross-cutting, and that we will need to take care to work with our partners (local authorities, NHS, police and other public service bodies) to make sure we are aligning with their views on the appropriate role and purpose of social economy organisations within their public service systems.

- 1.7 This taskforce is therefore *not* about the WMCA developing and mandating a position; but rather, exploring areas where we could generate better social and economic value that would be of mutual benefit. We will also ensure that the Taskforce is identifying areas where the WMCA adds value to the work that is already happening within local authorities. We would seek to ensure this balance through appropriate public sector representation on the taskforce, as well as incorporating any steer the WMCA board is minded to give.

## 2. Background

- 2.1 We are defining our scope as including charities, social enterprises and community-based organisations, noting the OECD definition of ‘social economy’ which denotes

*“A segment of the economy (that is) composed of entities that aim to increase social inclusion and reduce inequalities, while simultaneously creating economic value. Such as different types of co-operatives, associations, foundations, mutuals and social enterprises (which are businesses of various legal forms using an entrepreneurial approach in order to respond to an increasing number of social and environmental challenges).”<sup>1</sup>*

- 2.2 There is an established and international evidence base making the case for a diverse economy that mixes economic growth with social purpose, as the following snapshot examples show:

- *From business* – such as Harvard academic Michael Porter’s ‘Shared Value’ agenda, and the work of Social Enterprise UK (SEUK) and others demonstrating the economic and social value add of social purpose business in the UK.
- *From government* – such as efforts by the Labour government to boost the capacity of ‘third sector’ organisations to deliver public services, to the Conservative government’s promotion of mutuals and co-operatives.
- *From academia and thinktanks* – such as the recent focus on Inclusive Growth promoted by organisations like the RSA, the Joseph Rowntree Foundation (JRF) and, internationally, by the OECD and World Economic Forum.
- *From the social sector* – because social business is proven to better reflect the diversity of the UK population in its staffing, governance, and areas of focus.<sup>2</sup>

- 2.3 The wider social sector itself (at a national level) is in transition – adapting to significant changes its operating context. Drawing on research from ACEVO, NCVO, Social Enterprise UK, the National Association of Voluntary and Community Action (NAVCA), University of Birmingham’s Third Sector Research Centre and others, the following issues are germane:

- A period of austerity within the public sector, which has seen many voluntary sector organisations lose grant funding and re-calibrate their activities accordingly

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<sup>1</sup> <http://www.oecd.org/cfe/leed/social-economy.htm>

<sup>2</sup> <https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=a1051b2c-21a4-461a-896c-aca6701cc441>

- A rise in contracting over grant-making and payment-by-results models, forcing many charities to look at more commercial operating models, including partnership
- An increasingly complex social landscape in which many funders are looking to enact 'system change' approaches as well as small-scale interventions
- Successive governments encouraging a plural approach to public service provision, which has opened up opportunities for social sector organisations (including mutuals and co-operatives)
- Changes in the fundraising, campaigning and communications space – including digital tech – which are requiring new ways of working within the sector
- Ongoing issues around access to finance, funding for growth, and the extent to which public sector contracting enables a level playing field in relation to business with a more straightforward bottom-line.
- National government is supporting elements of the social economy, for example by funding work to move public services into new mutual organisations.

### **3. The Social Economy in the West Midlands**

3.1 The West Midlands has an active social enterprise, voluntary and community sector, and through this Taskforce we will be seeking a deeper understanding of its drivers, characteristics and potential relevant to the social economy outcomes we set out. Initial snapshot data suggests that:

- The voluntary sector in the region contains over 11,000 organisations, with a combined income of £2,197 million, and an asset base of £2,804 million (see fig. 1 in appendix).
- Funding is primarily from individual and government/public sector sources, with around 30% of voluntary sector income coming from government (see fig. 2).
- The voluntary and community sector delivers a high proportion of substance misuse services across the region, as well as enabling engagement with disadvantaged and vulnerable groups across a range of social outcomes and support.
- The social enterprise sector is significant. For example, the Coventry Social Enterprise Forum (formed in 2016) estimates that “a core of circa 50 active social enterprises that are trading, scaling and sustainable” within the city. Coventry and Digbeth have been designated as “social enterprise places” by Social Enterprise UK.
- The West Midlands has the most vibrant social enterprises outside the South East in terms of “births” of social enterprises and existing social enterprises’ optimism for the future (see figs 5 and 6) with a wide spread across the region (fig 7).
- There is a strong academic body of research on the state of the social economy in the region which we will seek to unlock and “join up” as part of this work, in partnership with the West Midlands Combined Universities (WMCU) and others.
- CIPFA and HM Government data suggests that the ‘public service mutuals’ sector is relatively under-powered by comparison to some other regions – and we would want to explore this data further via the Taskforce and with OSCI/DCMS.

#### **4. Focus of the Taskforce**

- 4.1 The Taskforce will be solution focused – spending time to understand the state of play today, but principally focusing on ways in which we can influence the local, regional and national context to enable West Midlands-wide change. This will centre on two main work-strands:

##### *STRAND 1 – SUPPORTING THE SOCIAL ECONOMY*

- 4.2 This strand will focus on the contribution of the social economy to WMCA economic and social outcomes, and how the WMCA and its partners can create the conditions for social enterprises, voluntary and community based organisations to thrive. It will look specifically at:
- (a) *Social Value Procurement* – exploring the opportunity of social value commissioning and procurement, and the potential for anchor institutions to leverage social value frameworks more purposefully within the region.
  - (b) *Growing the Social Economy* – exploring new ways of capitalising and growing social purpose business, particularly in key sectors such as skills and social care. This will include work to scope a Mayor’s Community Bond.
  - (c) *Social Sector Innovation* – exploring areas where the WMCA could support innovative business models, particularly where they focus on solving shared social challenges within the region.
  - (d) *Identifying Opportunities* – including areas where new ways of delivering public services with the social economy sector might realise opportunities to improve outcomes and manage demand.

##### *STRAND 2 – INFLUENCING THE WMCA’S DELIVERY AGENDA*

- 4.3 This strand will focus on how the WMCA can be more open to the influence of social sector organisations across its outcome and delivery agendas. It will look specifically at:
- (a) *Creating better dialogue and engagement* – including the ways in which social economy organisations are engaged in WMCA policy agendas, and the potential for clearer influencing, including within the WMCA’s emerging inclusive growth agenda.
  - (b) *Sector representation* – ensuring that the social economy is represented in future WMCA commissions and agendas, and exploring the right mix of local, regional and national engagement.
  - (c) *Celebrating the social economy* – exploring the ways in which that City of Culture, Commonwealth Games and other cultural and place milestones could support social economy organisations to thrive within the region.

#### **5. Composition and Activities**

- 5.1 We expect the Taskforce to be a 9-month process, chaired by an independent social economy sector leader appointed by the Mayor and Portfolio Holder. The taskforce will expire after reporting but an evaluation and delivery plan will be made and scrutinized by the taskforce.

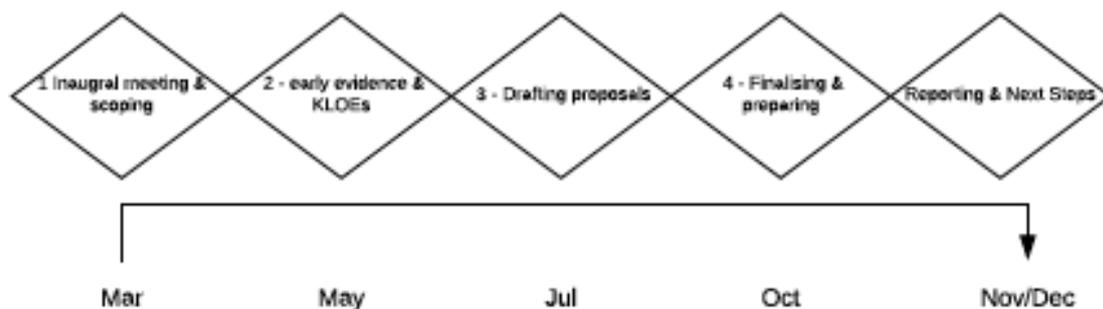
5.2 The Taskforce will generate solutions from a group of people combining strong roots in the region, a close understanding of the current context, and with nationally recognized innovation and expertise. As such, we expect the composition to include a mix of the following influences (some through representation and others in an advisory capacity):

- Strong local social economy sector representation – including from Coventry, specifically, as a ‘social enterprise city’, and from the VCS sector locally
- Public sector representation – including councils, NHS and blue light
- Central government – represented by the Office of Civil Society and Innovation
- National sector influence – such as Social Enterprise UK and ACEVO
- Academic expertise – such as through our regional university partners.

5.3 We will be engaging with partners to provide:

- a) A secretariat function for the Taskforce
- b) Funding for activities, including some survey and/or deliberative work

A potential timeline is below:



## 6. Recommendation of Next Steps:

6.1 We recommend that, subject to board approval, the following next steps be taken:

- Identification and appointment of Taskforce chair by the Mayor and Portfolio Holder.
- Working with the chair, identification and recruitment of Taskforce members.
- Finalisation of activities, timeline and budget.
- Kick-off of Taskforce activities with an initial meeting in March 2018.

## 7. Resources & Portfolio support

7.1 Cllr Eling and Henry Kippin are responsible for this work, working collaboratively with the Mayor’s policy team, and the WMCA’s economic growth portfolio led by Cllr Ward.

7.2 We will seek to resource this with external contributions from the private, not-for-profit and university sector (both financial and in-kind), and as such do not anticipate making additional demands on the WMCA’s PSR budget line.

**8. Legal implications**

8.1 There are no immediate legal implications arising from this report.

**9. Equalities implications**

9.1 There are no other equalities implications arising from this report.

## APPENDIX – supporting snapshot data on the social economy sector in the West Midlands

Fig.1 – a stock take of the voluntary sector within the West Midlands. Source: adapted from ACEVO 2017 Almanac data

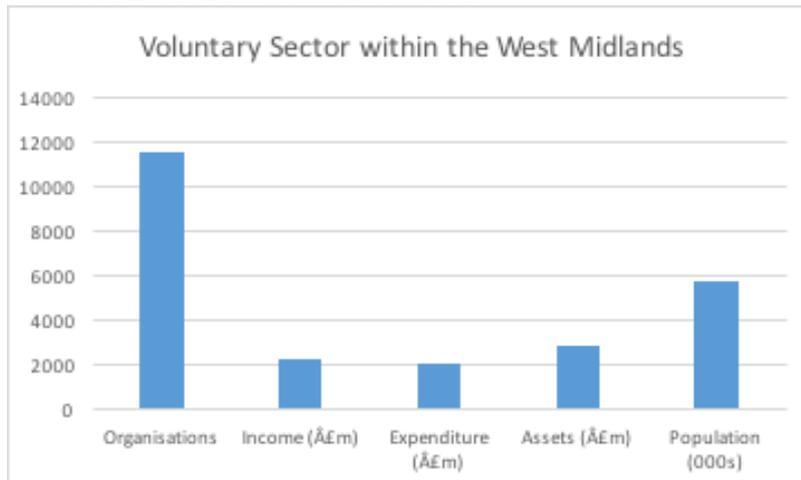
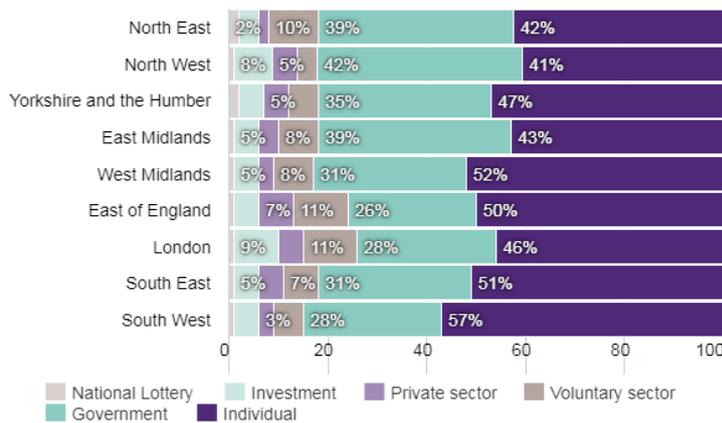


Fig.2 – breakdown of voluntary sector income sources by region. Source: ACEVO Almanac

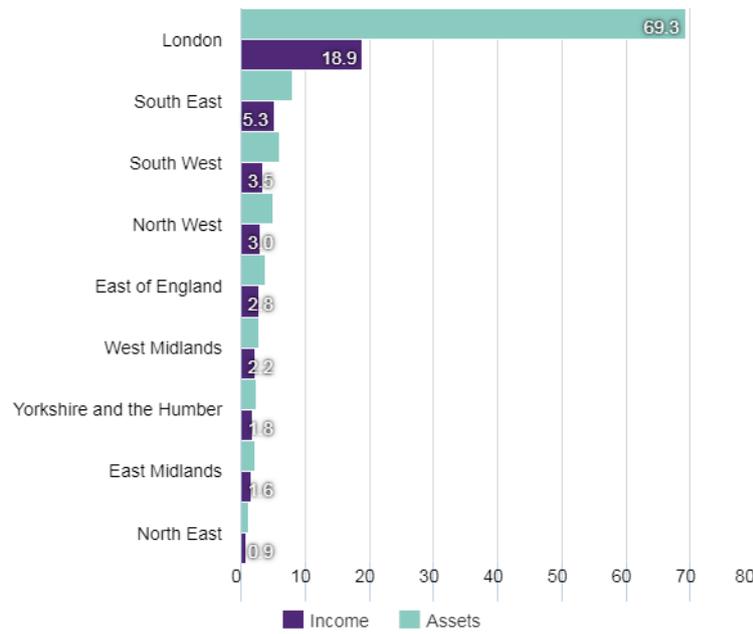
Regional income sources 2014/15 (% of income)



NVO UK Civil Society Almanac | Built with Highcharts

Fig.3 – Breakdown of voluntary sector assets and income by region, Source: ACEVO Almanac (2014/15 data)

Sector income and assets across regions, 2014/15 (£bn)



NCVO UK Civil Society Almanac | Built with Highcharts

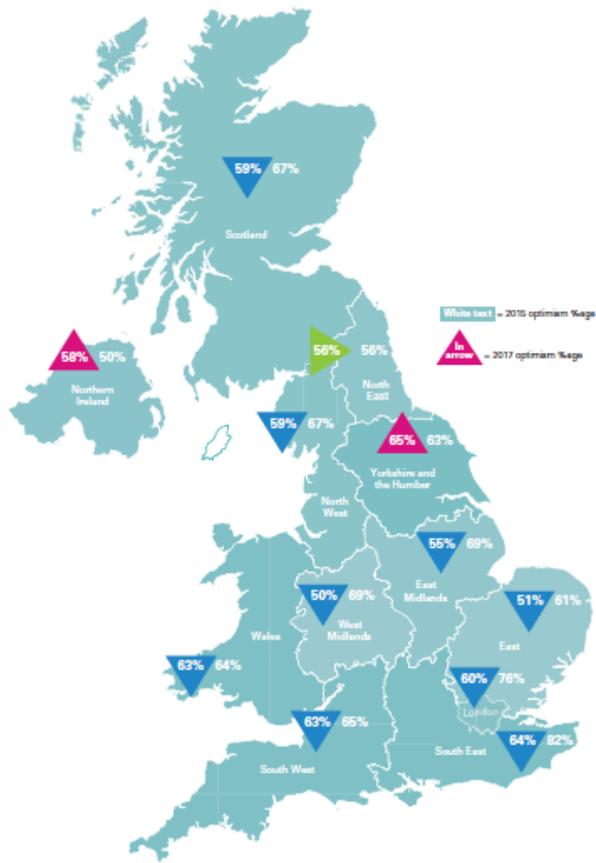
Fig.4 Public service mutuels by region. Source: CIPFA & HM Government [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/666028/Research\\_into\\_the\\_Public\\_Service\\_Mutuals\\_CIPFA\\_February\\_2017\\_.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/666028/Research_into_the_Public_Service_Mutuals_CIPFA_February_2017_.pdf)

Region(s) served	Respondents	
	Count	%
South East	14	24%
East of England	13	22%
London	12	21%
South West	11	19%
North West	10	17%
Yorkshire & the Humber	10	17%
West Midlands	8	14%
East Midlands	7	12%
North East	6	10%
Other	11	19%

Number of respondents: 59

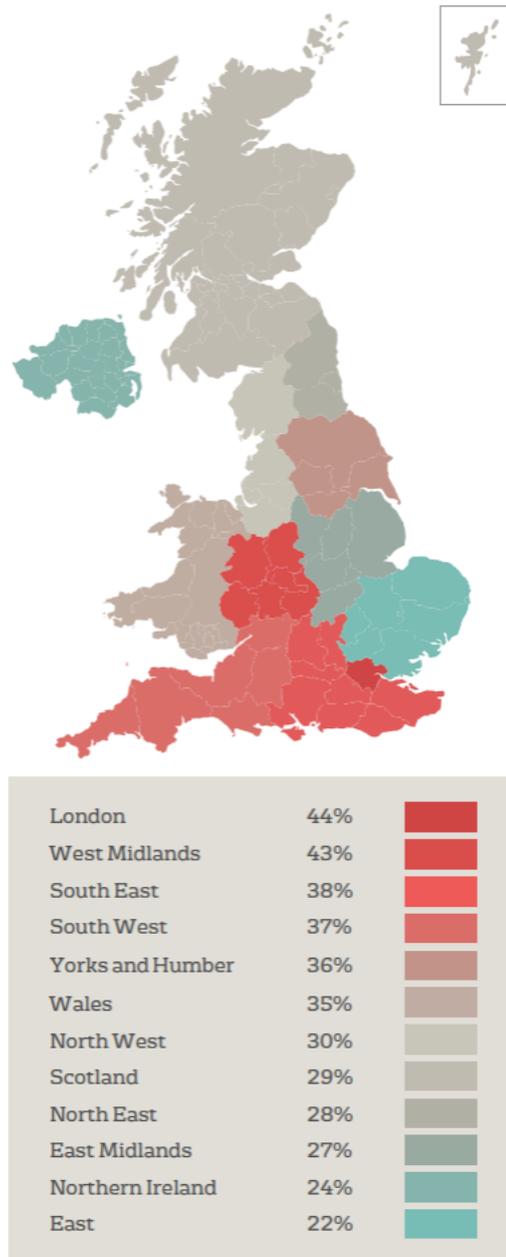
Where stage of mutualisation is 'operationally live mutual'

FIGURE 12: BUSINESS OPTIMISM BY REGION & NATION: PERCENTAGE OF SOCIAL ENTERPRISES THAT ANTICIPATE AN INCREASE IN TURNOVER OVER THE NEXT 12 MONTHS



**Fig 5: Percentage of social enterprises that are three years old or less**

*Figure 2: Percentage of social enterprises that are three years old or less by region and home nation*

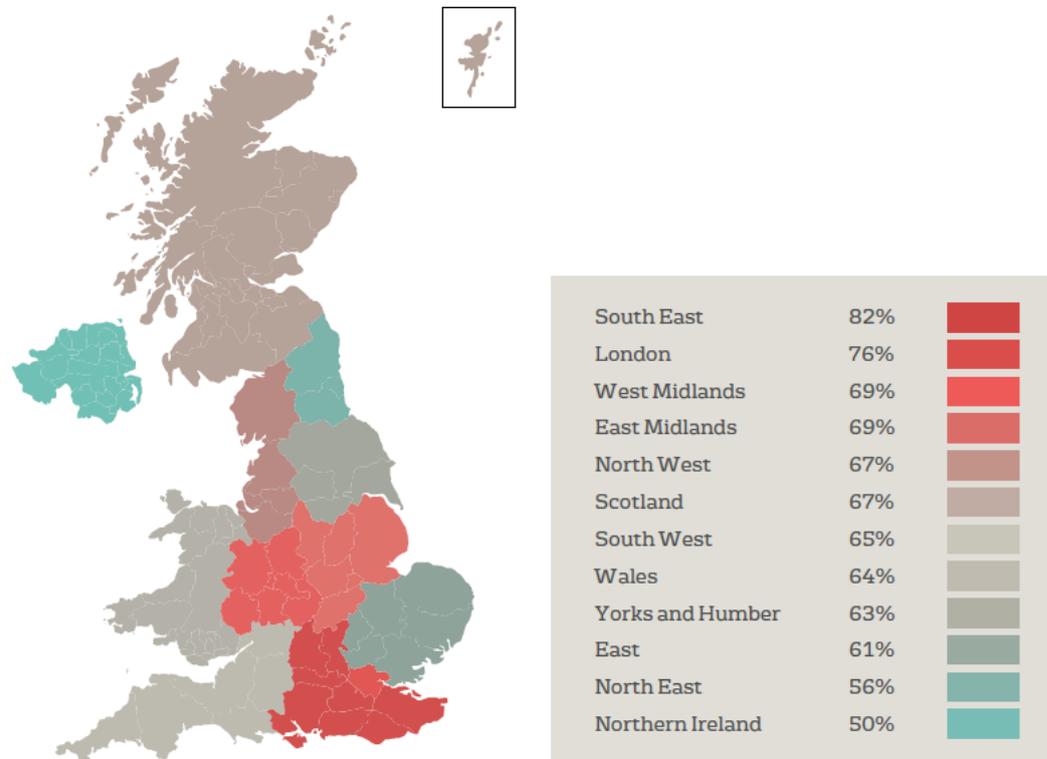


**Source:**

<https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=828443a9-2f80-4c2a-ab2b-81befed6ed05>

**Fig 6: Business optimism: percent of social enterprises that anticipated an increase in turnover**

*Figure 13: Business optimism by region and nation: percentage of social enterprises that anticipate an increase in turnover over the next 12 months*

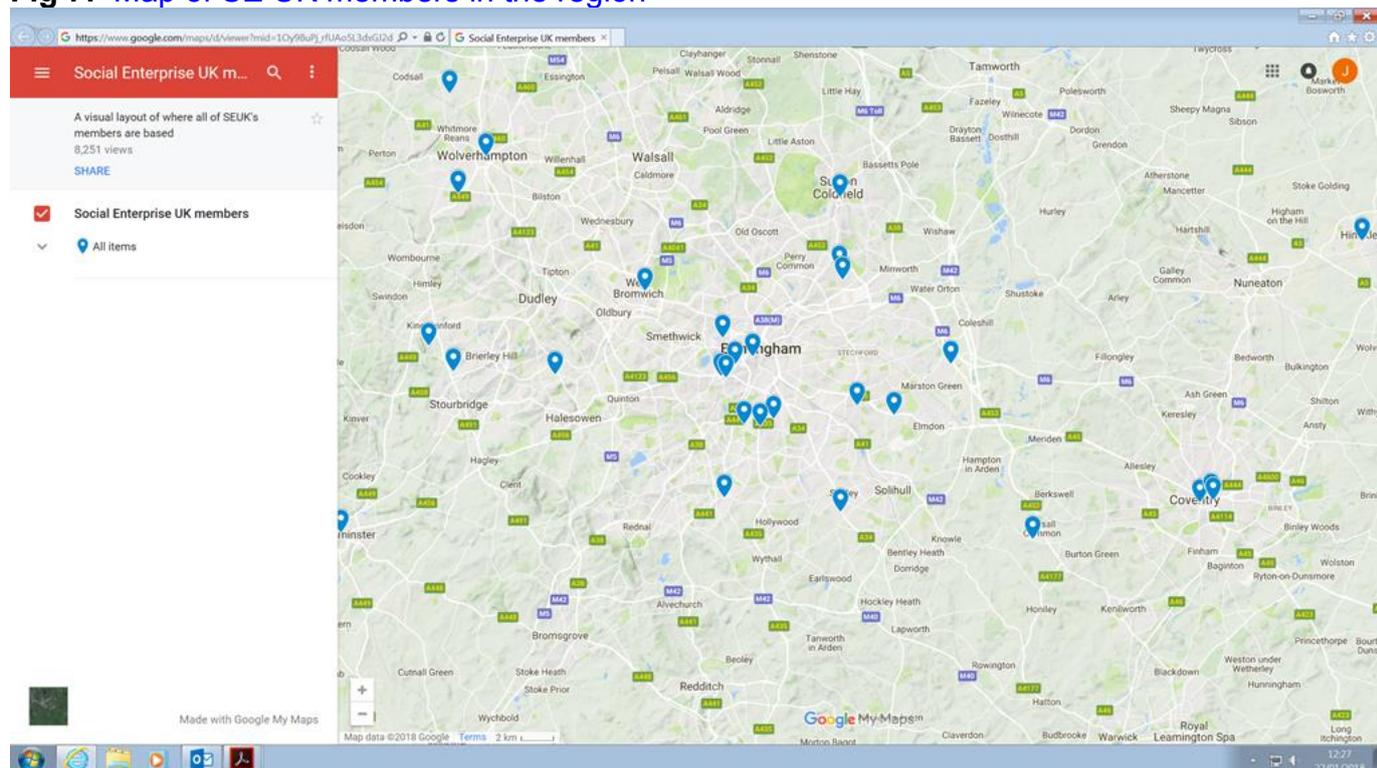


12 BMG Research (2015) 'Small Business Survey 2014: SME Employers' Department for Business Innovation and Skills

**Source:**

<https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=828443a9-2f80-4c2a-ab2b-81befed6ed05>

Fig 7: Map of SE UK members in the region



Source:  
[https://www.google.com/maps/d/viewer?mid=1Oy9BuPj\\_rfUAo5L3dxGJ2dQDZ4A&ll=52.46138255702719%2C-1.8063136741828884&z=11](https://www.google.com/maps/d/viewer?mid=1Oy9BuPj_rfUAo5L3dxGJ2dQDZ4A&ll=52.46138255702719%2C-1.8063136741828884&z=11)

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