



Public Service Reform Board

Date: Thursday 6 September 2018

Time: 1.00 pm **Public meeting** Yes

Venue: Room 116, 16 Summer Lane, Birmingham B19 3SD

Membership

Councillor Steve Eling (Chair)	PSR Portfolio Holder for WMCA
Councillor Mike Bird	Walsall Metropolitan Borough Council
Councillor Karen Calder	Shropshire County Council
Councillor George Duggins	Coventry City Council
Councillor Roger Lawrence	City of Wolverhampton Council
Councillor Izzi Seccombe	Warwickshire County Council
Councillor Bob Sleigh	Solihull Metropolitan Borough Council
Councillor Michael Stokes	Rugby Borough Council
Councillor David Vickers	Dudley Metropolitan Borough Council
Councillor Ian Ward	Birmingham City Council
Ged Bowles	IEWM
Henrietta Brealey	Greater Birmingham Chamber of Commerce
Laura Caulfield	Higher Education
Sue Ibbotson	Public Health England
Paul Jennings	Chief Executive NHS Birmingham & Solihull
	CCG
Tom McNeil	Office of the Police and Crime Commissioner
Catherine Mangan	Higher Education
Sarah Middleton	CEO Black Country Consortium
Jayne Meir	West Midlands Police
Jatinder Sharma	Further Education
Alison Tonge	Director of Commissioning ,NHSE

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

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 (if any)	Chair	None
4.	Minutes of the last meeting	Chair	1 - 4
5.	Matters Arising	Chair	None
6.	Inclusive Growth Framework	Claire Spencer	5 - 10
7.	Housing First: Background, Principles Governance & Delivery	Henry Kippin	11 - 16
8.	Public Service Reform, Inclusion & Cohesion Work Programme	Claire Dhami	17 - 28
9.	Date of Next Meeting - 11 April 2019 -10.00 AM		None



WEST MIDLANDS COMBINED AUTHORITY

Public Services Reform Board

Thursday 22 February 2018 at 1.00 pm

Minutes

Present

Councillor Steve Eling (Chair)
Councillor David Vickers
Councillor Stewart Stacey
Lola Abudu
Salma Ali

PSR Portfolio Holder for WMCA
Dudley Metropolitan Borough Council
Birmingham City Council
Public Health England
NHSE

In Attendance

Stella Manzie
Karen Jackson
Paula Furnival
Jane Moore
Sally Sheen

Chief Executive Birmingham City Council
Dudley Metropolitan Borough Council
Walsall Metropolitan Borough Council
WMCA
WMCA

Item Title No.

1. Apologies for absence

Apologies for absence were received from Councillors Coughlan, Duggins, Lawrence, Sleigh, Ward and Witherspoon, Sue Ibbotson, Phil Loach, Tom McNeil, Sarah Middleton, Dame Julie Moore and Alison Tonge.

2. Chair's Remarks

The Chair welcomed everyone to the meeting and reported that the board was making tangible progress in shaping its priorities and highlighted the reports for consideration at the meeting.

3. Minutes of the meeting held on 30 November 2017

The minutes of the meeting held on 30 November 2017 were agreed and signed by the Chair as a correct record.

4. PSR Portfolio - A Draft Forward View for discussion

The board considered a report of the Public Service Reform Chief Executive that set out a draft forward view of the PSR Portfolio for discussion.

The Director of Public Service Reform, Henry Kippin, outlined the report and sought the views of the board on the approach and content of document.

Lola Abudu noted the links between the work of this board and the Wellbeing Board with regards to utilising data/ intelligence that could contribute to the evaluation for projects.

Henry Kippin reported that he welcomed the partnership approach between the two boards and Public Health England that come together to share economic, health and social data as part of the Inclusive Growth Unit and Office for Data Analytics.

Stella Manzie reported of the need to make tangible impacts in a small number of areas given the limited resources of local authorities/the WMCA and considered that 2 or 3 things should be identified as a priority over the next 18 months otherwise there was danger of fragmentation and spreading resources too thinly. She added that the WMCA Board and the Mayor should be asked for their views on the priorities to be taken forward.

The Chair agreed with Stella Manzie and the requirement to prioritise the most critically important elements of work.

Salma Ali considered that the plan felt too generic and enquired whether localism could be injected into the plan to reflect the diverse places and geography of the West Midlands.

Henry Kippin concurred with Salma Ali and the need to have a cohesive narrative for the West Midlands and to 'keep it real' as highlighted by Stella Manzie.

Resolved: That the PSR draft portfolio forward view be approved subject to the comments from the board being actioned.

5. # WM Futures - discussion paper

The board considered a report of the Public Services Reform Chief Executive that set out a possible approach to enabling workforce collaboration and leadership in the West Midlands and the proposed next steps.

Henry Kippin outlined the report and asked the board to consider and discuss 'What role the WMCA should play in enabling workforce collaboration and leadership development in the West Midlands.'

Stella Manzie noted that the Greater Birmingham and Solihull LEP was having similar discussions with regards to skills and the need to upskill and considered there needed to be a joint discussion between the LEPs and the WMCA so everyone is clear what everyone else is doing.

It was noted that the Health and Wellbeing Board Chairs and STP Chairs are working collaboratively on leadership as part of their work with the LGA

Salma Ali considered that system leadership should be the main area of focus to set values and behaviours as workforce was not the biggest priority in her opinion.

The Chair reported that this was complex area and considered further work

and more dialogue was required with partners.

Henry Kippin reported of comparative work on leadership and workforce that is being undertaken by other combined authorities that the WMCA could learn from.

Henry Kippin thanked colleagues for their comments and advised that further work to define a specific role for the WMCA (mindful of resource constraints) would be undertaken and reported back to the board in due course.

Resolved: That the report be noted.

6. Social Economy Taskforce

The board considered a report of the Public Service Reform Chief Executive that outlined a proposed approach to establishing a Social Economy Taskforce.

It was noted that the WMCA Board had agreed to establish a Social Economy Taskforce and supported the next steps at its meeting on 9 February.

The Chair reported that the WMCA Board had agreed to establish a Taskforce and that he would be involved along with the Mayor, the Director of PSR and the WMCA's economic growth portfolio holder, Councillor Ward. He advised that the next step would be to identify and recruit members of the Taskforce. It was noted that the Taskforce would engage with members of this board.

The Chair reported that he had received an email from Tom McNeil on behalf of the Office of the Police and Crime Commissioner who was very supportive of the Social Economy Taskforce and circulated a copy of the email to the board which outlined the work that is underway/being explored by the PCC in this area.

Henry Kippin reported that the Taskforce represented a big opportunity for the WMCA to support and add value to work that is already happening in local authorities to benefit the residents and communities of the West Midlands.

Resolved: That the report be noted.

7. Date of next meeting - 7 June 2018

The meeting ended at 2.35 pm.

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Public Service Reform Board

Date	6 September 2018
Report title	Inclusive Growth Framework
Portfolio Lead	Councillor Steve Eling
Accountable Chief Executive	<p>Deborah Cadman, West Midlands Combined Authority 0121 214 7200 deborah.cadman@wmca.org.uk</p> <p>Phil Loach, West Midlands Fire Service 0121 380 6909 phil.loach@wmfs.net</p>
Accountable Employee	<p>Henry Kippin, Director of Public Service Reform 0121 214 7880 henry.kippin@wmca.org.uk</p>
Report has been considered by	

Recommendation(s) for action or decision:

The Public Service Reform Board is recommended to:

- (1) Endorse the first iteration of the Inclusive Growth Framework.
- (2) Note that the composition of the Inclusive Growth Framework and its underlying metrics will be adapted as the WMCA draws from Member, partner and citizen insight.
- (3) Recommend areas for further thought or development.

1.0 Purpose

- 1.1 To share the first iteration of the Inclusive Growth Framework, which seeks to capture the positive social and environmental outcomes that the West Midlands would like to realise as a consequence of its economic activity.
- 1.2 To provide a resource for Member Authorities and other interested organisations to understand how inclusive the economy of the West Midlands is, providing a basis for investment, commissioning and policy-shaping. It is the first of several tools to inform delivery, rather than a performance management framework.
- 1.3 To provide a solid basis for citizen and other stakeholder involvement in developing a definition, vision and set of useful tools relating to inclusive growth.

2.0 Background

- 2.1 The WMCA wants to “*link cranes with communities*,” to ensure that investment into transport, homes, and business premises benefits all citizens, across the region. This encompasses two ways of looking at the same ambition: citizens shaping and growing their local economy, and citizens benefiting from that growth in their homes and neighbourhoods. Both are important, but different: one is about the skills, support, resources and capacity to do purposeful, valuable and productive work, the other, about delivering the things that people value by doing that work. Defining and measuring inclusive growth should therefore encompass the agency to choose how to participate, the ability to participate, and the outcomes of that participation.
- 2.2 While not new, inclusive growth is a concept that is rising in prominence, driven by two global trends: “*widespread concern about the scale and consequences of inequality*,” and the “*growing economic and political importance of cities*”¹. Both trends are pertinent to the places of the West Midlands. As such, leaders from across the region have seized the inclusive growth agenda as a way of meeting the social and environmental challenges of their places, and to build a stronger, more productive economy by doing so. The Inclusive Growth Framework is the first step in realising that vision, and draws on emerging best practice from other cities and city-regions around the world. This includes the Thriving Places Index², Manchester’s Inclusive Growth Unit and Scotland’s Centre for Regional Inclusive Growth (SCRIG), among others. Nonetheless, this is a new way of working, and the West Midlands has the opportunity to show international leadership, and to be forward-thinking and innovative in its approach.
- 2.3 The structure of the Inclusive Growth Framework (*Figure 1*) is based on an economic model from Kate Raworth’s ‘Doughnut Economics’, which lends itself to simply and accurately reflecting the social, economic and environmental factors that need to be balanced in order to create an inclusive economy. The inner circle of the doughnut shows the social need we wish to meet, the type of economy we want, and broad participation in both. The outer circle shows the environmental limits to achieving the inner circle goals: limits which can in themselves be seen

¹ Lee, Neil - Inclusive Growth in cities: a sympathetic critique (2018): <http://www.lse.ac.uk/International-Inequalities/Assets/Documents/Working-Papers/III-Working-Paper-25-Lee-Inclusive-growth-in-cities.pdf>

² Thriving Place Index website: <http://www.thrivingplacesindex.org/>

as an economic opportunity. Birmingham-based business Acleron³ is a good example of how to capture this opportunity – it repurposes and recycles lithium-ion batteries to meet demand from both vehicle manufacturers and individual consumers, preventing waste and decarbonising the economy. This takes us to the middle circle – the space where social need, economic ambition and our responsibilities to the environment are in balance. This is the space we are aiming to occupy.

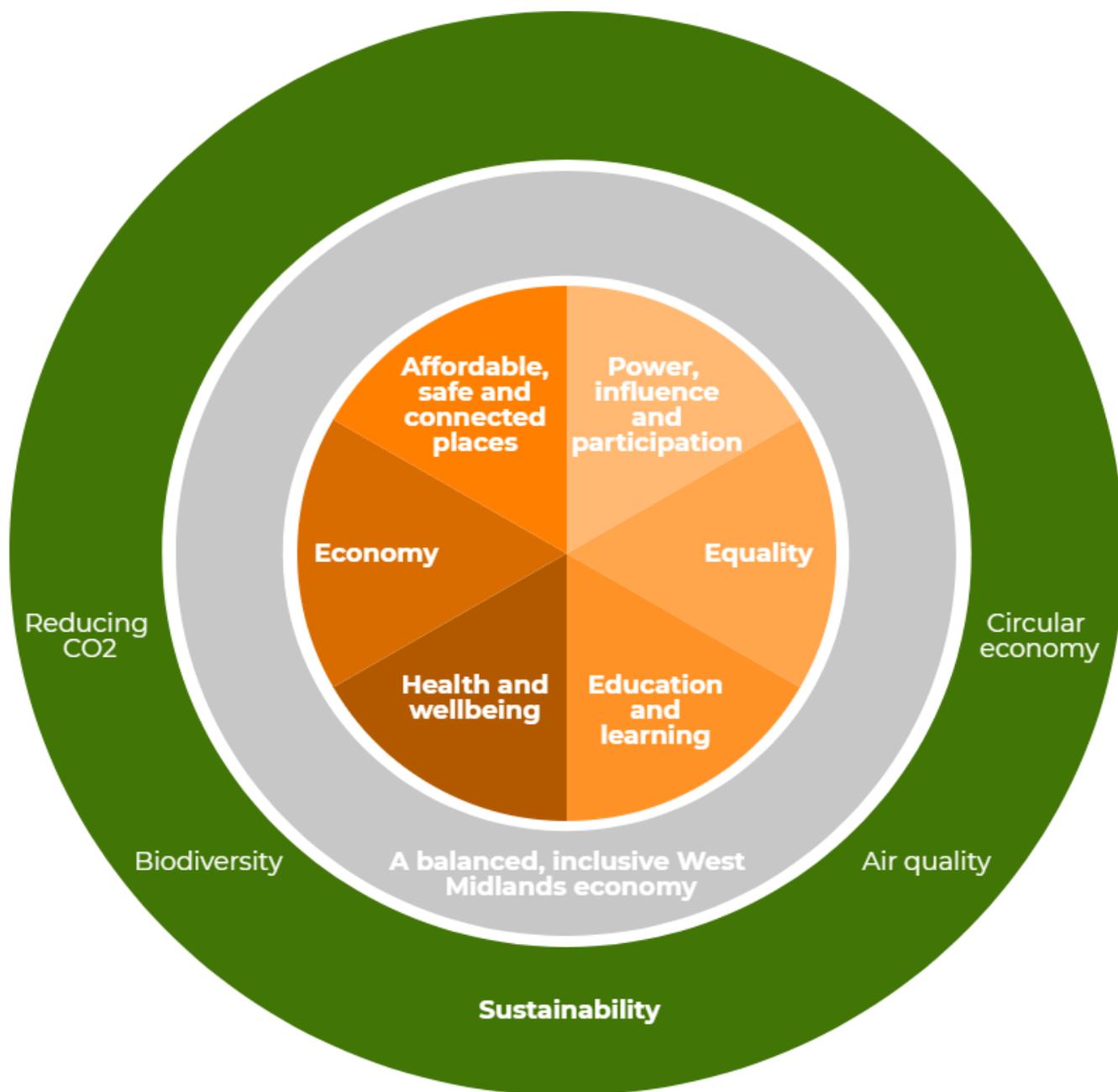


Figure 1 Inclusive Growth Framework - the space for a balanced, inclusive economy is where social challenges can be met without degrading the environment

2.4 This is the first iteration of the framework, which reflects the health of the region’s ‘balanced’ economy. This will be amended subject to consultation with Members, partners and citizens, and reshaped as it is used by all of those groups. It will

³ Acleron website: <https://www.aceleronenergy.com>

enable the Mayoral WMCA, its Member Authorities and other partners from across the region to shape and prioritise investments and policy interventions.

- 2.5 In June 2017, WMCA Board approved its Policy Research Plan, which placed inclusive economic growth as one of four priorities for further thought and development. In September 2017, the Productivity & Skills Commission’s call for evidence backed this direction of travel, with the Joseph Rowntree Foundation saying “*a more inclusive West Midlands economy would see more people in employment, and more jobs with decent pay and prospects, bringing economic benefits*”. In January 2018, WMCA Board supported the next steps for developing the Cohesion and Integration portfolio, which included specific deliverables around ‘Sharing Economic Growth’, including the establishment of the Inclusive Growth Unit. In June 2018, the WMCA’s Inclusive Growth Unit was launched, which will enable leaders of place from across the region to shape and deliver this agenda. This was shortly followed by the publication of the Leadership Commission, which made recommendations to improve the diversity and inclusivity of our regional, cross-sector leadership. Finally, in July 2018, the WMCA State of the Region – drawn from the WMCA Performance Management Framework – demonstrated the link between delivery of the WMCA’s Strategic Economic Plan and inclusive growth.
- 2.6 If this framework is correctly and collectively assembled, it will enable everyone who is trying to define, shape and deliver inclusive growth to understand the path to our future economy, and how to prioritise investments into places and people in order to get there. GVA features in the framework as the headline indicator of the Economy theme, but its limits are more clearly understood. It is a good indicator of our ability as an ‘economic footprint’ to deliver those things which allow human beings to thrive within their environment, but not of whether that occurs in reality. Taken in isolation, it can point us in the wrong direction. For example, when people are unwell, they spend money on healthcare products and services, which adds to GVA. In that scenario, the stance of the region would be clear – we want our citizens to be healthy so that they can fully participate in their economy and society. We would trade the GVA associated with ill health in order to realise good health.
- 2.7 The themes indicated in the ‘doughnut’ are underpinned by a selection of sub-topics and indicators:

Figure 2 Inclusive Growth Framework – top-line structure.

Theme	Sub-topics	Headline indicator
Affordable, Safe and Connected Places	<i>Local Centres & Neighbourhoods</i>	<i>Number of offenders and rate per 1,000 population.</i>
	<i>Reducing Crime</i>	
	<i>Homes for All</i>	
	<i>Digital Connectivity</i>	
	<i>Place Connectivity</i>	
Health and Wellbeing	<i>Long lives</i>	<i>Healthy Life Expectancy at Birth - (Males and Females)</i>
	<i>Healthy development</i>	
	<i>Mental health</i>	
	<i>Being active</i>	
	<i>Food and water</i>	
	<i>Relationships</i>	
	<i>Preventing chronic conditions</i>	

	<i>Living with disability</i>	
	<i>Ageing well</i>	
Education and Learning	<i>School readiness</i>	% of adults with Level 4 qualification or above
	<i>School age</i>	
	<i>Transitions to work</i>	
	<i>Working age</i>	
	<i>Access to learning</i>	
Economy	<i>Productivity</i>	GVA
	<i>Skills</i>	
	<i>Future-proofing</i>	
	<i>Spending power</i>	
	<i>Stability</i>	
Power, Influence and Participation	<i>Economic participation</i>	Total vote turnout (inc postal votes rejected and votes rejected at count)
	<i>Democratic participation</i>	
Sustainability	<i>Reducing CO₂</i>	CO2 emitted within SEP area by transport, businesses and homes
	<i>Improving air quality</i>	
	<i>Circular economy</i>	
	<i>Biodiversity</i>	
	<i>Land use</i>	
Equality	<i>Income and wealth</i>	Average Index of Multiple Deprivation (IMD) Score
	<i>Social mobility</i>	
	<i>Protected characteristics</i>	
	<i>Public services</i>	

2.8 Each ‘theme’ is weighted as being of equal importance to the balanced economy. Appendix 1 contains a list of the metrics that underpin each sub-topic, which are divided into four types. Understanding the gaps – e.g., ensuring that we have each indicator type for each theme, will help us to create a set of indicators that points those who are using it in the right direction, as well as enabling them to appreciate the pace at which change is possible:

- **Headline:** the measure that tells us most about how we are doing overall;
- **Short-term progress:** indicators that show movement towards or away from inclusive growth which can change quickly, by focused investment (or disinvestment);
- **Long-term outcome:** indicators that change slowly as a consequence of sustained improvement in population outcomes;
- **System:** measures of types of system collaboration, required to meet the desired outcomes.

2.9 As new iterations of this framework are created, new indicators will suggest themselves. For example, the University of Birmingham’s Mental Health Policy Commission⁴ has made a recommendation on categorising public spending according to whether it is preventative or ‘late action’. As such, feedback on the indicators and suggestions for others would help in creating a framework that points decision-makers, policy-makers and citizens in the right direction.

⁴ Burstow, P., Newbigging, K., Tew, J., and Costello, B., 2018. Investing in a Resilient Generation: Keys to a Mentally Prosperous Nation. Birmingham: University of Birmingham:

<https://www.birmingham.ac.uk/Documents/research/policycommission/Investing-in-a-Resilient-Generation-report.pdf>

- 2.10 Sandwell MBC has already started work on its Inclusive Growth Framework, which is composed of existing public data and a new ‘Sandwell Barometer’, which will collect softer insights from citizens as to how they feel about the economy and their place in it – see Appendix 2 for a case study. WMCA is working closely with Sandwell in order to learn from its work, and to offer support where required. One of the key functions of the new Inclusive Growth Unit will be to enable the WMCA and Member Authorities to create space to learn from one another, so that good practice is shared.
- 2.11 The WMCA is one of myriad organisations that can change how the West Midlands is shaped and developed, and is a recent addition to the region’s socioeconomic system. As such, this is not a Performance Management Framework, but a tool to inform delivery. The majority of these indicators are drawn from existing (and evolving) WMCA Dashboards and Performance Management Frameworks, and as a consequence, are already being managed appropriately.

3.0 Financial implications

- 3.1 There are no immediate financial implications arising from this report.

4.0 Legal implications

- 4.1 There are no immediate legal implications arising from this report.

5.0 Equalities implications

- 5.1 There are no immediate equalities implications arising from this report.

6.0 Other implications

- 6.1 The initial and ongoing engagement around how inclusive growth is defined and delivered is integral to its success. In the report ‘Inclusive Growth Indicators for Cities’⁵, which reviews many of the existing inclusive growth frameworks, a clear recommendation is that “*a consultative, participatory approach to indicator development can help to build a shared understanding around what is to be achieved*”. Some elements of the initial engagement are already underway, notably the Social Economy Taskforce and the civil society-focused engagement led by Localise West Midlands, commissioned via the WMCA Inclusive Growth Unit. Other elements – including the involvement of citizens, councillors and businesses – are still being shaped. As such, there is plenty of space for Board Members and others to inform how this works, by getting in touch with Claire Spencer: claire.spencer@wmca.org.uk or 0121 214 7669.

7.0 Schedule of background papers

⁵ Hughes, Ceri – Inclusive Growth Indicators for Cities: considerations and options (2017): <http://hummedia.manchester.ac.uk/institutes/mui/igau/briefings/igau-briefing-6-indicators.pdf>



Public Service Reform Board

Date	6 September 2018
Report title	Housing First: Background, Principles, Governance and Delivery
Portfolio Lead	Councillor Steve Eling and Councillor Mike Bird
Accountable Employee	Henry Kippin, Director of Public Service Reform 0121 214 7880 henry.kippin@wmca.org.uk Gareth Bradford, Director of Housing 0121 214 7954 Gareth.bradford@wmca.org.uk
Report has been considered by	

Recommendation(s) for action or decision:

The Public Service Reform Board is recommended to:

- (1) Note that WMCA has been awarded £9.6m for the delivery of Housing First for the period 2018-21.
- (2) Note that Birmingham City Council has received £1.44m to cover the first year of the pilot.
- (3) Note that the Constituent Members have agreed to deliver 225 housing units per year, for three years, in order to conduct the pilot.
- (4) Endorse the principles of taking a Housing First approach to supporting people who are sleeping rough into secure accommodation.

1.0 Purpose

1.1 This report outlines proposals to deliver a Housing First pilot across all seven Constituent Authority areas of the WMCA. The process, which has been tested in many cities around the world, is designed to prevent and relieve the homelessness of rough sleepers with the most complex needs.

2.0 Background

2.1 Housing First is an approach to meeting the housing and subsequent support issues of some of the most vulnerable and excluded people in society. Housing First has substantial history in New York, and other areas of the US, Norway, the Netherlands, and at a relatively small scale in various locations around the UK.

2.2 Housing First has seven key principles i) People have a right to a home; ii) Flexible support is provided for as long as it is needed; iii) Housing and support are separated; iv) Individuals have choice and control; v) An active engagement approach is used; vi) The service is based on people's strengths, goals and aspirations; vii) A harm reduction approach is used. (Housing First England, Homeless Link). These principles are strongly advocated for.

2.3 In Summer 2017, Birmingham City Council produced and submitted a speculative Housing First bid to MHCLG, in consultation with other local authorities within the WMCA. Subsequently, the then-Secretary of State Sajid Javid invited WMCA to submit a bid for Housing First for the region. This bid – with a total value of £10.8m – was developed by Birmingham City Council in consultation with the Homelessness Taskforce and the other Constituent Members, and submitted by WMCA.

2.4 In October 2017 the Chancellor announced that Government would be investing £28m into three Housing First pilots, to be shared between Greater Manchester, Merseyside Region and WMCA. Following discussions, the WMCA has been awarded £9.6m, the largest allocation of the three. This is to deliver Housing First for the period 2018-21 with a further two years of legacy support. The profile of the funding is as follows:-

2018-19	£1.44m
2019-20	£3m
2020-21	£5.16m (support for 2021-23 should be included)

2.5 While a pilot, Housing First is intended to realise a significant reduction in the number of people sleeping rough on the streets, as well as improving the lives of the people who participate. Housing First also has potential to create savings in the Supported Housing sector, and this will be explored.

2.6 The WMCA bid is for 225 people supported in Housing First each year for three years, 675 people in total. The majority of the investment is to provide intensive support that wraps around the person, who will be housed in mainstream housing – this is not 'supported housing'. The rest of the investment will cover street outreach, nursing, substance support, accommodation access support, and crisis interventions.

2.7 Each local authority and the members of the Homelessness Taskforce contributed to the Housing First proposal. Following the notification of funding, each Local Authority has confirmed its commitment to delivering the following Housing First units, and each has agreed to the proposed allocation of the funding across the seven Local Authorities:

	Units p.a.	HF Support	Other Support	Total
Birmingham	100	£2,839,656	£1,191,150 *	£4,030,806
Coventry	40	£1,148,625	£525,100	£1,673,725
Dudley	5	£127,625	£127,650	£255,275
Sandwell	20	£574,313	£388,800	£963,113
Solihull	10	£287,156	£238,150	£525,306
Walsall	32	£893,375	£444,800	£1,338,175
Wolverhampton	18	£510,500	£303,100	£813,600

*includes project management and data management costs

2.8 Each Local Authority has responsibility to deliver the identified number of Housing First units each year. This must be done according to the principles of Housing First, in line with the Housing First evaluation requirements, and according to common identified requirements across the WMCA pilot – for example common role profiles, role costs and acceptance criteria (to be identified through the Task Group).

2.9 Birmingham City Council has created a Task Group for the mobilisation and delivery of Housing First. This group is Chaired and led by Birmingham City Council and includes membership from: each of the seven Constituent Members of the WMCA, the WMCA Homelessness Taskforce, the voluntary sector, Homeless Link (representing the principles of Housing First), and Coventry University (to assist with evaluation management and oversight). Linking into the Task Group will be other specialist resources, including mechanisms for the voice of those with lived experience.

2.10 Birmingham City Council has appointed BVSC to undertake project management of the mobilisation of the project.

2.11 Each Local Authority will undertake its own evaluation of need, procurement, commissioning and mobilisation of services within its contract requirements.

2.12 At this time each Local Authority is targeting delivery of 25% of the annual Housing First number of units by March 2019.

3 Financial implications

3.1 Funding for this pilot is provided by MHCLG directly to Birmingham City Council via a Section 31 grant agreement. The total funding over the three years of the pilot is £9.6m.

3.2 The funding already received for the first year of the pilot is £1.44m. This budget covers the period from delivery of funding until March 2019.

3.3 The second year tranche of funding will be released in April 2019, and the third year tranche in April 2020. The exact yearly allocations are subject to review.

3.4 Assurance is being sought from MHCLG that allocations in 2019 and 2020 will cover liabilities created in previous years i.e. support to homeless people who already being supported by Housing First will be honoured.

3.4 It will be the region's responsibility to provide assurance to the MHCLG that funding is accounted for and is only applied to pilot-based activity.

4 Legal implications

4.1 Based upon the work already undertaken by Birmingham City Council and capacity requirements, the WMCA and Birmingham City Council agreed that BCC would be the accountable body for the receipt and expenditure of these funds. As the accountable body, Birmingham City Council will be directly accountable to MHCLG for the funds, programme and outcomes. In agreeing to Birmingham City Council acting as the accountable body, the WMCA will maintain oversight and scrutiny of the Housing First programme.

4.2 Michael Brookes (Policy Advisor, Rough Sleeping and Single Homelessness, Homelessness Division, MHCLG) has confirmed that the funds will be paid direct to BCC as a Section 31 Grant.

4.3 A Memorandum of Understanding (MoU) underpins the relationship between WMCA and MHCLG. A first draft of this MoU has been produced by MHCLG, and covers a) Funding Composition and Payment Mechanism; b) Role of the pilot region covering Fidelity – adherence to the Housing First principles to inform evaluation and Housing Supply – ensuring that accommodation is available to accommodate the cohort of the regional pilot. c) Governance and Reporting – content and frequency of returns, agreed outputs – number of units, milestones and governance structures; d) Evaluation – the activity necessary for engagement with the pilot and its study; e) Data Protection - adherence to data protection arrangements, drawn up with MHCLG.

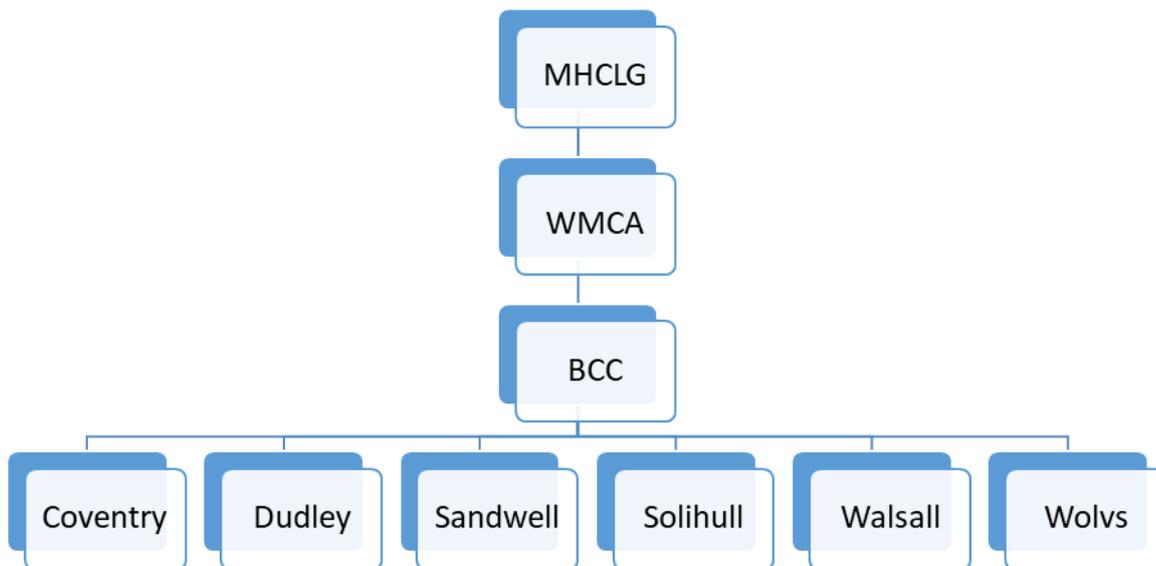
4.4 It is intended that a MoU will be in place between WMCA and BCC based upon the content of the MoU between MHCLG and WMCA.

4.5 Oversight and scrutiny of the programme by the WMCA will be undertaken through the Homelessness Task Force. A report will be provided by Birmingham City Council on a quarterly basis. This report will include programme status – services commissioned, units filled, outcomes achieved, risks to programme and opportunities.

4.6 Heriot Watt University have secured the contract with MHCLG, along with expertise from Homeless Link, to undertake the evaluation of the Housing First Pilot.

4.7 A Partnership Agreement has been drafted between Birmingham City Council and each of the six other Constituent Members. This will specify the service to be delivered and the outcomes sought. It is expected that the service requirements, including Housing First principles, evaluation requirement and outcomes will be reflected in any commissioning undertaken by Local Authorities.

4.8 The chart below sets out the management structure for Housing First in the West Midlands.



5 Equalities implications

5.1 Housing First is a programme designed to engage and include some of the most excluded and disadvantaged people in society. In the first instance, the people who will be supported will be those who are entrenched rough sleepers with multiple and complex needs, including poor mental health, substance misuse, offending behaviour, and financial exclusion. There will also be a preventative element to Housing First, identifying those at greatest risk of becoming entrenched rough sleepers and determining the means to support them into secure accommodation.

5.2 As part of the evaluation, the pilot will review the profile of those people who are accommodated and supported. The pilot will also look at the implications of value for money and alternative approaches to housing and support.

6 Other implications

6.1 Housing First sits within the work of the Homelessness Taskforce, and is a specific answer to an important but targeted group of people. The Taskforce is keen to ensure that Housing First is not viewed as a global answer and that it does not distract from the broader commitment to 'designing out' homelessness through prevention work.

6.2 Important parts of 'designing out' homelessness are contained within the asks of the Homelessness Taskforce of the mainstream strategies of the WMCA.

6.2 The Government's Rough Sleeper Strategy cites the Housing First Pilots as work being undertaken. The Rough Sleeper Strategy may provide further opportunities to expand the work supported by the WMCA around homelessness in the region.

7 Schedule of background papers

Draft MoU with MHCLG

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WEST MIDLANDS COMBINED AUTHORITY

Public Service Reform – Workstream Updates

This slide pack gives an update on several PSR workstreams. It is intended as a ready reckoner, rather than giving comprehensive information. Workstream leads are noted if Board members would like to hear more.

Portfolio Lead: Councillor Steve Eling

Chief Executive: Phil Loach

Director: Henry Kippin



West Midlands
Combined Authority

Delivering inclusive growth

Agenda Item 8

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.

Inclusive Growth

WorkStream	Accountable Officer	Progress to Date	Next Steps
Inclusive Growth Unit	Claire Spencer	<ul style="list-style-type: none"> Inclusive Growth Unit has been officially launched as the country's first unit within a combined authority dedicated to building the case for inclusive economic growth. Progress on key workstreams – a robust evidence base, an investment toolkit, a framework for adaptation locally and several strands of citizen and civic engagement – has begun and a lead officer (Claire Spencer) is in post. Inclusive growth is now prominent within the WMCA's workstreams and communication with the IGU's early work influential in shifting this focus 	<ul style="list-style-type: none"> Citizen engagement workstrands kicking off in Sept/Oct – with regional civil society partners. 'Youth Combined authority' feasibility study. Inclusive Growth Toolkit established and piloted.
Social Economy Taskforce	Vikki Holland	<ul style="list-style-type: none"> Taskforce has met on 2 occasions. Next meeting 05/09/18. SE:UK providing baselining data, research and expertise. External funding secured through Power to Change/BLF. Focused in on 4 areas to build recommendations; 1) Commissioning and Procurement, 2) Start Up, Sustain and Scale Up, 3) Social Funding & Finance 4) Cross pollination across sectors (inc. WMCA and Social Economy). 	<ul style="list-style-type: none"> Report to be published January 2019 with recommendations. We anticipate one 'early win' being the establishment of a social finance mechanism for the region, potentially delivered in partnership with DCMS.
Inclusive Growth across all policies: (housing, transport, skills, economic growth, digital)	Henry Kippin	<ul style="list-style-type: none"> Housing – joint working with the WMCA housing team in place to support the development of inclusive growth design principles within the Housing Deal. Joint governance of Town Centre workstream in place. Joint working on 'corridor' based housing and infrastructure plans to ensure they are inclusive by design Transport – a number of initiatives in place which work across public services, inclusive growth and transport – including support for key infrastructure programmes to ensure they are 'inclusive by design'; and initiatives around health and transport in response to the government's anti-obesity strategy Skills – close working relationship with the WMCA's skills team reflected in the employment support pilot and emerging plans for a focused workstream on youth unemployment. Economic growth – working closely with the Industrial Strategy team to ensure that the IS has inclusive growth principles embedded (strategy to be published Autumn 2018) Digital – HK is lead officer for the WMCA 5G bid which has been developed collaboratively with regional partners, and which will have profound implications for digital inclusion and public service transformation. 	<ul style="list-style-type: none"> PSR/ inclusion team is increasingly embedded within key WMCA workstreams and we expect to add considerable value through working in this way to embed inclusive principles across the whole WMCA portfolio.

Radical Prevention

WorkStream	Accountable Officer	Progress to Date	Next Steps
<p>Multiple and Complex Needs (MCN)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 20</p>	<p>Vikki Holland</p>	<p>Research:</p> <ul style="list-style-type: none"> Data led analysis of 30 qualitative MCN stories carried out by University of Wolverhampton. Generating clear, actionable, well-evidenced recommendations on how West Midlands public bodies can improve outcomes for adults with multiple complex needs through data sharing. Evaluation of Pathfinder Pilot. Proposals from two universities. Match funded by Lankelly Chase foundation. <p>Pilots:</p> <ul style="list-style-type: none"> Pathfinder Pilot. Strategic Board's inaugural meeting September 4th. <p>Convening:</p> <ul style="list-style-type: none"> Agora: Successful event with over 25 participants. The output of which has determined the MCN Action Plan moving forward. Discussions around Communities of Practice. Regional 'Centre of Excellence'. 	<ul style="list-style-type: none"> Aim of the work is to ascertain key trends and patterns across the stories for learning across the WMCA. Publish the paper. <ul style="list-style-type: none"> Timeline: Completed by November 2018. Aim is to influence WMCA partners through the sharing of the academically robust recommendations. <ul style="list-style-type: none"> Timeline: Completed by November 2018. Commission research. Aim is to determine and measure hard and soft outcomes for the pilot as well as 'What works'. The learning from this will be shared and utilised in replication and scale. <ul style="list-style-type: none"> Timeline: December 2019 with iterative reports. To determine a mechanism for sharing this learning. Regional Centre of Excellence/ Communities of Practice Continue to support Pathfinder in its strategic plan. Evaluation: As above. To publish the Agora paper. To continue to work to the MCN action plan. Potential establishment of a national centre to support practice within the WM region.



System Collaboration

WorkStream	Accountable Officer	Progress to Date	Next Steps
Leadership	Henry Kippin	<ul style="list-style-type: none"> The WMCA has been asked to explore regional pilot status for the Cabinet Office's new Public Service Leadership Academy. This would be a vehicle to support collaborative leadership and cross-sector working across the WMCA – building on the principles set by the PSR board around 'enabling not leading'. 	<ul style="list-style-type: none"> HK is engaging with public service leaders across the region to gauge enthusiasm for a regional approach and assess where it might add value
Data and Digital: Office of Data Analytics	Jason Lowther	<ul style="list-style-type: none"> Published "state of the region" report including research programme to strengthen the evidence base. Published on-line directory of local academic experts which partners can search by areas of expertise. Secured HMCLG approval for the Office for Data Analytics business case and release of this year's HMT funding. Research Delivery Group (with reps from all partners) has supported proposed ODA scope and pathfinder projects. Produced regular "on the day" briefings on regional implications of major government statistical announcements. Completed in-depth analysis of youth unemployment and how to address the barriers some young people face. Analysis of housing affordability trends to support our housing investment and affordable housing bids. 	<ul style="list-style-type: none"> Launch programme to support better information sharing across WMCA partners. Develop shortlist of ODA pathfinder projects from improved information sharing and analysis (e.g. social isolation, school readiness). Develop evaluation plans for all PSR pilots as part of devolution monitoring and evaluation. Expand collaboration with the Office for National Statistics, including innovative new approaches to the evaluation of infrastructure projects. Support the development of the evaluation and measurement framework for the Commonwealth Games.



System Collaboration

WorkStream	Accountable Officer	Progress to Date	Next Steps
Future Governance models: PCC governance Journey	Claire Dhami, Henry Kippin, Tim Martin (governance)	<ul style="list-style-type: none"> Task and finish group established. Draft scheme and governance review undertaken in partnership with OPCC and Home Office, and with advice from stakeholders including West Midlands Police, Greater Manchester Combined Authority, the Mayor's office for Policing and Crime (London) and specialist legal advice. 	<ul style="list-style-type: none"> Subject to WMCA Board approval, public consultations undertaken and consultation on the Governance Review and schemes considered by LA's.
Future Governance models: Fire Service governance Journey	Henry Kippin	<ul style="list-style-type: none"> Further to the submission of the Scheme to the Home Office WMFS and WMCA are currently in discussions with the HO regarding the development of the draft order. 	<ul style="list-style-type: none"> A Joint Implementation Team (JIT) has been established. JIT comprises of senior colleagues from both WMCA and WMFS. Reports will be provided to WMCA Programme and Board meetings.
Leadership Commission	Henry Kippin	<ul style="list-style-type: none"> Leadership Commission report 'Leaders Like Me' launched with notable media and stakeholder buy-in across the region and more widely A number of commitments made which are now being translated into delivery priorities – some of which will be overseen by the PSR portfolio 	<ul style="list-style-type: none"> Delivery priorities to be signed off SE and HK at Scrutiny committee early-Sept A number of workstreams already in place,



Wider Inter-related Activity - examples

WorkStream	Accountable Officer	Progress to Date	Next Steps
Industrial Strategy	Julia Goldsworthy/Patrick White	<ul style="list-style-type: none"> The West Midlands Industrial Strategy has been drafted in partnership with the region's LEPs, business communities, universities, local authorities and other key stakeholders. The strategy sets the blueprint for industrial development within the region, including the high growth sectors which offer the greatest potential for the regional economy. It will become a conduit for future funding and engagement with Government. 	<ul style="list-style-type: none"> HK and CS in regular dialogue with Industrial Strategy team to ensure inclusive growth principles are embedded within the Industrial Strategy, and that PSR underpins considerations around future human capital and social infrastructure within the region
Sandwell Inclusive Growth Tracker	Sarah Sprung	<ul style="list-style-type: none"> Sandwell Council is piloting an inclusive growth tracker which will create locally relevant indicators to track progress against inclusive growth goals for the borough. WMCA and Joseph Rowntree Foundation are providing policy and research support – playing an enabling role. 	<ul style="list-style-type: none"> Stakeholder consultation on early drafts and collaborative work to embed citizen voice within the tracker
Affordable Social Housing	Gareth Bradford	<ul style="list-style-type: none"> The PSR team are working with the WMCA's housing team to ensure that the region articulates a coherent offer around social housing and affordable housing. - to ensure that the ambitious housing targets laid out in the SEP stand a chance of giving something for everyone. 	<ul style="list-style-type: none"> Likely submission to government pending CSR timeline and ongoing work to ensure that Housing Deal resources are used to support inclusive growth principles
Employment Support and Skills	Julie Nugent	<ul style="list-style-type: none"> Regional Skills Deal has been developed and signed off – with key commitments around closing the skills gap; improving the relationship between providers and employers and, critically. Supporting careers advice, aspiration and providing more holistic support for this furthest from the labour market. 	<ul style="list-style-type: none"> PSR team continuing to work with Skills team colleagues on employment support and youth unemployment workstreams in particular

Wider Inter-related Activity - examples

WorkStream	Accountable Officer	Progress to Date	Next Steps
Wellbeing Portfolio	Sean Russell, Henry Kippin	<ul style="list-style-type: none"> The Wellbeing portfolio contains a number of ongoing priorities which are mutually reinforcing with PSR workstreams – such as mental health/Thrive, West Midlands on the Move, Public Health intelligence, and work on prevention and combatting obesity. 	<ul style="list-style-type: none"> Wellbeing board will report next in October 2018, at which portfolio holder Cllr Seccombe will outline a forward plan.
Wellbeing – Thrive at work and Thrive into work	Sean Russell	<ul style="list-style-type: none"> All documentation for the Thrive at Work trial is complete (Criteria, checklist, Commitment and Toolkit document) Thrive at Work Launch Event is being organised (mid to end October) Thrive at Work Website up and running. Recruitment of 150 organisations for the Thrive at Work Wellbeing Trial is underway. Thrive into Work launch event took place in July 2018. Thrive into Work Website up and running. 	<ul style="list-style-type: none"> Complete recruitment for Thrive at Work Trial (early September). Begin Thrive at Work intervention of the trial (12 month period). Finalise website development for the Thrive at Work Trial (specifically for the intervention period, for employers to be able to upload evidence, view the criteria, guidelines and toolkit).

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