



WMCA Board

Date: Friday 28 June 2019

Time: 11.45 am **Public meeting** Yes

Venue: Room C502/C503 (Level 5), Birmingham City University, The Curzon Building, 4 Cardigan Street, Birmingham, B4 7BD

Membership

Constituent Members

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

Councillor Adrian Andrew
Councillor Peter Bilson
Councillor Mike Bird
Councillor Ian Brookfield
Councillor Ian Courts
Councillor Yvonne Davies
Councillor George Duggins
Councillor Patrick Harley
Councillor Brigid Jones
Councillor Abdul Khan
Councillor Syeda Khatun
Councillor Ian Ward
Councillor Qadar Zada

Appointing Authority

Mayor of the West Midlands Combined Authority
Solihull Metropolitan Borough Council

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

Non-Constituent Members

Councillor George Adamson
Jonathan Browning

Councillor Shaun Davies
Councillor Matthew Dormer
Councillor David Hitchiner
Councillor David Humphreys
Councillor Julie Jackson
Councillor Tony Jefferson
Councillor Sebastian Lowe
Councillor Peter Nutting
Councillor Jeremy Oates
Tim Pile

Councillor Izzi Seccombe
Stewart Towe

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

Observers Awaiting Membership

Graham Wynn

The Marches Local Enterprise Partnership

Co-Opted Member

Lee Barron

Midlands Trades Union Congress

Observer Members

David Jamieson

West Midlands Police & Crime Commissioner

Councillor John Edwards

West Midlands Fire & Rescue Authority

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

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

Contact

Dan Essex, Governance Services Manager

Telephone

0121 214 7505

Email

dan.essex@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
Items of Public Business			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interest 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.	Chair's Remarks (if any)	Chair	None
4.	Minutes - 24 May 2019	Chair	1 - 8
5.	Forward Plan	Chair	9 - 12
Governance			
6.	Appointment of WMCA Boards and Committees etc 2019/20	Chair	13 - 36
7.	Annual Planning and Performance: WMCA Annual Plan 2019/20 and State of the Region Analysis 2019	Chair	37 - 168
8.	Overview & Scrutiny Committee - Annual Report	Councillor Peter Hughes	169 - 188
9.	Governance of West Midlands Fire & Rescue Service - Update	Henry Kippin	189 - 194
Economy & Innovation			
10.	West Midlands Local Industrial Strategy – Implementation	Councillor Ian Brookfield	195 - 202
Environment, Energy & HS2			
11.	Environment Portfolio – Re-fresh and Forward Plan	Councillor Ian Courts	203 - 218
Finance			
12.	Coventry City Centre First – City of Culture	Councillor Bob Sleight	219 - 228

Public Service Reform & Social Economy			
13.	West Midlands Homelessness Taskforce - Update and Forward Plan	Councillor Yvonne Davies	229 - 250
Transport			
14.	Vision for Bus Next Steps	Councillor Ian Ward	251 - 278
Date of Next Meeting			
15.	Friday 26 July 2019 at 11.00am	Chair	None



**West Midlands
Combined Authority**

WMCA Board

Friday 24 May 2019 at 11.00 am

Minutes

Constituent Members

Andy Street (Chair)

Councillor Bob Sleigh (Vice-Chair)

Councillor Mike Bird

Councillor Ian Brookfield

Councillor Ian Courts

Councillor Yvonne Davies

Councillor George Duggins

Councillor Brigid Jones

Councillor Abdul Khan

Councillor David Vickers

Councillor Ian Ward

Mayor of the West Midlands Combined Authority

Solihull Metropolitan Borough Council

Walsall Metropolitan Borough Council

City of Wolverhampton Council

Solihull Metropolitan Borough Council

Sandwell Metropolitan Borough Council

Coventry City Council

Birmingham City Council

Coventry City Council

Dudley Metropolitan Borough Council

Birmingham City Council

Non-Constituent Members

Councillor George Adamson

Councillor Matthew Dormer

Councillor David Humphreys

Councillor Julie Jackson

Councillor Tony Jefferson

Ninder Johal

Councillor Peter Nutting

Councillor Izzi Seccombe

Cannock Chase District Council

Redditch Borough Council

North Warwickshire Borough Council

Nuneaton & Bedworth Borough Council

Stratford-on-Avon District Council

Black Country Local Enterprise

Partnership

Shropshire Council

Warwickshire County Council

Co-Opted Member

Lee Barron

Midlands Trades Union Congress

Observer Members

Councillor John Edwards

David Jamieson

West Midlands Fire & Rescue Authority

West Midlands Police & Crime

Commissioner

In Attendance

Councillor Peter Hughes

Councillor Alexander Phillips

Overview & Scrutiny Committee

Shropshire Council

- | Item No. | Title |
|-----------------|---|
| 137. | <p>Apologies for Absence
Apologies for absence were received from Jonathan Browning (Coventry & Warwickshire LEP), Councillor Shaun Davies (Telford & Wrekin), Councillor Patrick Harley (Dudley), Councillor Sebastian Lowe (Rugby), Tim Pile (Greater Birmingham & Solihull LEP) and Councillor Qadar Zada (Dudley).</p> |
| 138. | <p>Chair's Remarks (if any)</p> <p>(a) Membership of WMCA Board
The Mayor welcomed Councillor Ian Brookfield, Councillor Yvonne Davies, Councillor Syeda Khatun, Councillor Sebastian Lowe and Councillor Jeremy Oates who had all been recently appointed by their local authority to sit on the WMCA Board.</p> <p>He thanked Councillor Roger Lawrence, Councillor Paul Moore, Councillor Michael Stokes and Councillor Steve Trow, were no longer members of the WMCA Board, for their past service.</p> <p>(b) Ian Martin, Director of Investments & Commercial Activity
The Mayor introduced Ian Martin, the WMCA's recently appointed Director of Investments & Commercial Activity.</p> <p>(c) West Midlands Local Industrial Strategy Launch
The Mayor thanked all those who were involved in the previous week's successful launch of the Local Industrial Strategy.</p> <p>(d) 2019/20 Portfolio Lead Responsibilities
The Mayor indicated that the 2019/20 Portfolio Lead responsibilities would be announced in the forthcoming week.</p> <p>(e) Sarah Norman, Dudley Metropolitan Borough Council
The Chair noted that this was the last meeting that Sarah Norman would attend before she took up a new post of Chief Executive of Barnsley Metropolitan Borough Council. He thanked her for all the work she had done to help set up the WMCA in 2016 and her work leading the mental health workstream. All members of the WMCA Board offered their best wishes to her for the future.</p> |
| 139. | <p>Minutes - 22 March 2019
The minutes of the meeting held on 22 March 2019 were agreed as a correct record.</p> |
| 140. | <p>Forward Plan
The forward plan of items to be reported to future meetings was noted, subject to the addition of a report on the Social Economy Task Force being considered at a future meeting.</p> |

141. Appointment of Combined Authority Returning Officer

The board considered a report from Tim Martin, Head of Governance, Clerk and Monitoring Officer, on the appointment of a Combined Authority Returning Officer for the Combined Authority Mayoral election on 7 May 2020.

The Combined Authority Returning Officer would have overall responsibility for the election of the Mayor and may, for example, give to a Returning Officer of a constituent member authority directions relating to the conduct of the election. In addition, they would be responsible for accepting nominations and co-ordinating the regional result.

Resolved:

- (1) Martin Reeves, Chief Executive of Coventry City Council, be appointed as the West Midlands Combined Authority Returning Officer.

142. Financial Monitoring Report 2018/19

The board considered a report Linda Horne, Acting Director of Finance, on an update on WMCA finances as at the end of March 2019, subject to final audit.

The overall consolidated revenue position of the WMCA at full year showed a £11,000 adverse variance from budget. The deficit for the year would be met from the existing general fund budget. The final outturn position on the Transport budget showed an adverse variance of £57,000 and the WMCA Operational budget showed a favourable outturn variance of £47,000. These final outturn positions were subject to external audit, which would be reported to the Audit, Risk & Assurance Committee on 21 June.

Resolved:

- (1) The financial outturn position as at the end of March 2019 be noted.

143. National Centre for Construction and Development Excellence

The board considered a report from Roger Mendonca, Chief Operating Officer of the West Midlands Growth Company, setting out the on-going work of the City of Wolverhampton Council and the University of Wolverhampton to establish an internationally significant, cross-sector National Centre for Construction and Development Excellence. The report set out the scoping study being undertaken to identify the additional activity required to turn the proposed location into a National Centre for Excellence, along with the development of a detailed bid for funding to deliver this activity.

Councillor Ian Brookfield welcomed these proposals, which he said played a key role in the further development of Wolverhampton. Councillor Ian Ward undertook to discuss further with him the final naming and branding that would be used by the centre.

Resolved:

- (1) The report and the intention to establish an internationally significant National Centre for Construction and Development Excellence in Wolverhampton be endorsed.

144. Inclusive Growth: Update and Next Steps

The board considered a report from Henry Kippin, Director of Public Service Reform, providing an update on the region's inclusive growth work, including the processes and research that would guide policy, strategy and investment practice.

Inclusive growth sought to use the power of good public services and investments to support people and places to meet their needs and achieve their aspirations. Three key products had been developed to support and enable workstreams to deliver inclusive growth: the Inclusive Growth Framework defined the social, democratic and environmental outcomes of economic activity so that the region prioritised thriving citizens; the Inclusive Growth Decision Making Toolkit sought to help decision makers understand what inclusive growth meant in practice and how best to deliver it; the Inclusive Growth Tests enabled WMCA officers to better consider inclusive growth implications within committee reports.

Lee Barron welcomed the report and the work undertaken to date to promote inclusive growth. However, he noted that the WMCA was not an accredited Living Wage employer and urged the adoption of this standard so that it could speak with more authority to stakeholders on the importance of inclusive growth policies. This would align with the TUC's ambition to make the West Midlands a Living Wage region. Deborah Cadman, Chief Executive, indicated that whilst the WMCA was not accredited with the Living Wage Foundation, it did not pay any of its staff less than the National Living Wage. The Chair noted this, but requested that the Chief Executive look again at the merits of becoming accredited by the Living Wage Foundation.

Councillor Izzi Seccombe welcomed the report and considered that non-constituent authorities would want to become more involved in promoting inclusive growth policies, for example in helping adults with special educational needs and disabilities access mainstream employment opportunities.

Resolved:

- (1) The progress that had been made in developing a regional approach to supporting inclusive growth be noted.
- (2) The Inclusive Growth Framework, Decision-Making Toolkit and policy tests be noted, and their application within local and regional initiatives be encouraged.
- (3) The WMCA and its Inclusive Growth Unit support the WMCA Board and partners to promote and embed inclusive growth over the next 12 months.

145. Devolution of the Adult Education Budget 2019/20

The board considered a report from Julie Nugent, Director of Productivity & Skills, setting out the progress made and proposed next steps in terms of allocating Adult Education Budget funds through grants to colleges and local authorities.

The WMCA's devolved share of the national Adult Education Budget for 2019/20 was £125.6m. This money would be allocated through a plan-led approach for WMCA area-based further education colleges, local authorities and colleges with substantial niche provision delivered directly to residents, and via procurement through competition for all other services. To date, £25.5m of the £28m available through the procurement process had been allocated.

Lee Barron noted that provision previously existed within the Adult Education Budget for trade union training and sought assurances that this funding could be ring-fenced within the devolved settlement. Councillor George Duggins, Portfolio Lead for Productivity & Skills, confirmed that this would be the case. Lee Barron noted the recently announced closure of Stourbridge College, expressing concern at the apparent lack of public consultation prior to the decision being taken. Julie Nugent explained that the decision to close the college was taken as part of a process overseen by the Further Education Commissioner, and the WMCA was seeking assurances regarding adult education within Stourbridge in future years. The Chair requested that the board be kept informed of discussions held with Birmingham Metropolitan College regarding its Stourbridge site.

Resolved:

- (1) Progress in relation to awarding Adult Education Budget funding through grant making and procurement processes be noted.
- (2) Authority to carry out further procurement activity in-year be delegated to the Director of Productivity & Skills, in consultation with the Section 151 and Monitoring officers and the Portfolio Lead.
- (3) The proposed changes to national funding policy be agreed.

146. Regional Transport Coordination Centre – Full Business Case Approval

The board considered a report from Laura Shoaf, Managing Director of Transport for West Midlands, seeking approval of the full business case for the delivery of the Regional Transport Co-ordination Centre.

The Regional Transport Co-ordination Centre was intended to assist with the co-ordination of the transport network during the delivery of the transport investment programme and other major events within the region, as well as giving the ability to communicate disruptions to residents, business and visitors ahead of and during works.

David Jamieson welcomed the report and stressed the importance of ensuring that the region's traffic was able to flow throughout the Key Route Network. However, he stressed the importance of close co-ordination between the region and its individual districts to ensure information was properly shared and mitigation measures were complementary. Councillor Ian Courts and Councillor Izzi Seccombe both stressed the impact HS2 construction would have on traffic flows, and Laura Shoaf confirmed this was a key consideration in developing these proposals.

Resolved:

- (1) The full business case for the delivery of the Regional Transport Co-ordination Centre be approved.
- (2) The allocation of up to £19.5m from the Transforming Cities Fund, comprised of £1.5m agreed at the WMCA Board meeting in November 2018 and an indicative £18.0m allocated in March 2019, to enable delivery be confirmed.
- (3) The intention for the revenue costs for the core team and operation of the Regional Transport Co-ordination Centre to be absorbed within existing WMCA resource levels be noted.
- (4) It be agreed that the delivery of highways investments for each local authority would be subject to grants being provided from the Transforming Cities Fund, which would be determined and governed by the WMCA/Transport for West Midlands and approved by each local authority's formal approval processes. This would seek to present opportunities for revenue savings to be examined with each local authority to ensure that they were manageable within local authority budgets.

147. West Midlands Bus Byelaws Update

The board considered a report from Laura Shoaf, Managing Director of Transport for West Midlands, on the results of a consultation exercise on proposals to introduce bus byelaws across the region.

Byelaws existed for travel on the rail and tram networks, but there were no such equivalent powers applicable to buses. A public consultation on such byelaws was undertaken between February - March and a total of 478 responses were received. All of the proposed byelaws received a high level of support, with only 12% of respondents thinking that they would not help address anti-social behaviour on the bus network.

Councillor Ian Ward welcomed the proposals, but stressed the importance of ensuring that West Midlands Police had the resources to be able to enforce the byelaws. David Jamieson also supported the introduction of the byelaws, and noted that discussions were being held with the Chief Constable to give enforcement powers to staff from Transport for West Midlands.

Resolved:

- (1) The results of the bus byelaws consultation exercise be noted.
- (2) The next stages of work in completing a 'Regulatory Assessment' of proportionality and impact of the byelaws, taking account of stakeholder feedback and input from legal services, be supported.
- (3) The preparation and submission of the formal application to the relevant government department seeking approval for the byelaws to be made be approved.

148. Strategic Economic Delivery Board - 6 March 2019

The board received the minutes of the meeting of the Strategic Economic Delivery Board held on 6 March 2019.

Resolved:

- (1) The minutes of the meeting held on 6 March 2019 be noted.

149. Investment Board - 18 March 2019

The board received the minutes of the Investment Board held on 18 March 2019.

Resolved:

- (1) The minutes of the meeting held on 18 March 2019 be noted.

150. Transport Delivery Committee - 18 March 2019

The board received the minutes of the Transport Delivery Committee held on 18 March 2019.

Resolved:

- (1) The minutes of the meeting held on 18 March 2019 be noted.

151. Wellbeing Board - 5 April 2019

The board received the minutes of the Wellbeing Board held on 5 April 2019.

Resolved:

- (1) The minutes of the meeting held on 5 April 2019 be noted.

152. Housing & Land Delivery Board - 10 April 2019

The board received the minutes of the Housing & Land Delivery Board held on 10 April 2019.

Resolved:

- (1) The minutes of the meeting held on 10 April 2019 be noted.

153. Overview & Scrutiny Committee - 12 April 2019

The board received the minutes of the Overview & Scrutiny Committee held on 12 April 2019.

Councillor Peter Hughes reported that he was unlikely to be Chair of the Overview & Scrutiny Committee in 2019/20 and took the opportunity to thank members of the committee and officers for the support they had given to him whilst he had been Chair. He stressed the continued importance for the WMCA to support a robust and independent scrutiny function, which would give greater public confidence in the decisions it made. The Chair thanked Councillor Peter Hughes for his dedicated public service and his strong and persuasive advocacy of the role of effective scrutiny within the WMCA.

Resolved:

- (1) The minutes of the meeting held on 12 April 2019 be approved.

154. Investment Board - 15 April 2019

The board received the minutes of the Investment Board held on 15 April 2019.

Resolved:

- (1) The minutes of the meeting held on 15 April 2019 be noted.

155. Audit, Risk & Assurance Committee - 15 April 2019

The board received the minutes of the Audit, Risk & Assurance Committee held on 15 April 2019.

Resolved:

- (1) The minutes of the meeting held on 15 April 2019 be noted.

156. Friday 28 June 2019 at 11.00am

The date of the next meeting was noted.

The meeting ended at 12.10 pm.

WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: JULY 2019 - MAY 2020

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
5G Delivery Plan Update	To consider an update on 5G matters.	26 July 2019	No	Cllr Patrick Harley	Henry Kippin	No	Culture & Digital
Low Emissions Strategy	To approve the strategy.	26 July 2019	Yes	Cllr Ian Courts	Simon Slater	No	Environment, Energy & HS2
Financial Monitoring 2019/20	To review the latest budget monitoring position.	26 July 2019	No	Cllr Bob Sleigh	Linda Horne	No	Finance
Social Economy Task Force	To provide an update on recent developments.	26 July 2019	Yes	Cllr Yvonne Davies	Henry Kippin	No	Public Service Reform & Social Economy
Midland Metro Ltd Future Plan	To consider a report on matters related to Midland Metro Ltd.	26 July 2019	Yes	Cllr Ian Ward	Laura Shoaf	No	Transport



Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Childhood Obesity Strategy	To agree a strategy to tackle childhood obesity.	26 July 2019	Yes	Cllr Izzi Seccombe	Sean Russell	No	Wellbeing
Financial Monitoring 2019/20	To review the latest budget monitoring position.	13 September 2019	No	Cllr Bob Sleigh	Linda Horne	No	Finance
Violence Prevention Strategy	To approve the strategy.	13 September 2019	Yes	TBC	Henry Kippin/ Jonathan Jardine	No	Policy
Public Service Reform White Paper	To consider a report on the latest Public Service Reform developments.	13 September 2019	No	Cllr Yvonne Davies	Henry Kippin	No	Public Service Reform & Social Economy
Commonwealth Games Transport Plan	To approve the transport plan.	13 September 2019	Yes	Cllr Ian Ward	Laura Shoaf	No	Transport

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Women's Concessionary Travel Scheme Pass	To provide an update on the implementation of changes to the scheme.	13 September 2019	No	Cllr Ian Ward	Laura Shoaf	No	Transport
Financial Monitoring 2019/20	To review the latest budget monitoring position.	8 November 2019	No	Cllr Bob Sleigh	Linda Horne	No	Finance
Willenhall and Darlaston New Railway Stations	To approve compulsory purchase orders for these new railway stations.	8 November 2019	Yes	Cllr Ian Ward	Laura Shoaf	Yes	Transport
Moseley, Kings Heath and Hazelwell New Railway Stations	To approve compulsory purchase orders for these new railway stations.	8 November 2019	Yes	Cllr Ian Ward	Laura Shoaf	Yes	Transport
Financial Monitoring 2019/20	To review the latest budget monitoring position.	10 January 2020	No	Cllr Bob Sleigh	Linda Horne	No	Finance



Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Draft Budget 2020/21	To consider draft proposals for the WMCA's 2020/21 budget.	10 January 2020	No	Cllr Bob Sleigh	Linda Horne	No	Finance
Financial Monitoring 2019/20	To review the latest budget monitoring position.	14 February 2020	No	Cllr Bob Sleigh	Linda Horne	No	Finance
Final Budget 2020/21	To agree with WMCA's 2020/21 budget.	14 February 2020	Yes	Cllr Bob Sleigh	Linda Horne	No	Finance
Financial Monitoring 2019/20	To review the latest budget monitoring position.	20 March 2020	No	Cllr Bob Sleigh	Linda Horne	No	Finance



WMCA Board

Date	28 June 2019
Report title	Appointment of WMCA Boards and Committees 2019/20
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Tim Martin, Head of Governance, Clerk and Monitoring Officer email: tim.martin@wmca.org.uk tel: (0121) 214 7435
Report to be/has been considered by	WMCA Programme Board - 14 June 2018

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Note the members nominated by constituent, non-constituent and observer member authorities to sit on the WMCA Board and its committees/sub-boards as detailed in appendix A.
- (2) Appoint the chairs of the Overview & Scrutiny Committee, Strategic Economic Development Board and Transport Delivery Committee.
- (3) Note the appointments made by the Mayor as Portfolio Leads and Deputy Mayor.
- (4) Agree the timetable of meetings for 2019/20 as detailed in appendix B.
- (5) Give delegated authority to the Monitoring Officer approve any subsequent minor changes to the individual appointments made to boards/committees.

1. Purpose

- 1.1 To note the appointments made by constituent, non-constituent and observer member authorities to the WMCA Board and its committees/sub-boards for 2019/20.
- 1.2 To agree the timetable of meetings for the WMCA Board and its committees/sub-boards for 2019/20.

2. Background

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

3. Membership of Boards/Committees

- 3.1 Appendix A sets out all of the appointments made for 2019/20 by the constituent, non-constituent and observer members of the Combined Authority at their recent AGMs.

4. Appointment of Committee/Board Chairs

- 4.1 Along with agreeing the membership of its committees/sub-boards, the WMCA Board must also appoint the chairs of these meetings, specifically:
 - Overview & Scrutiny Committee
 - Strategic Economic Development Board
 - Transport Delivery Committee

It has been advised that the Transport Delivery Committee will make its recommendation for Chair to the WMCA Board prior to this meeting.

- 4.2 In addition, a number of other committees/sub-boards are chaired by the appropriate Portfolio Lead, and it is intended to carry on these arrangements for 2019/20:
 - Environment Board: Portfolio Lead for Environment, Energy & HS2
 - Housing & Land Delivery Board: Portfolio Lead for Housing & Land
 - Investment Board: Portfolio Lead for Finance
 - Public Service Reform Board: Portfolio Lead for Public Service Reform & Social Economy
 - Wellbeing Board: Portfolio Lead for Wellbeing

4. Portfolio Leads

- 4.1 The Mayor appoints the Deputy Mayor and Portfolio Leads for the WMCA and will work closely with them to deliver the priorities of the WMCA.

4.2 The Portfolio Leads have agreed their roles with the Mayor. The responsibilities for each are shown below:

Portfolio	Lead Member
Deputy Mayor	Councillor Bob Sleigh
Culture & Digital	Councillor Patrick Harley
Economy & Innovation	Councillor Ian Brookfield
Environment, Energy & HS2	Councillor Ian Courts
Finance	Councillor Bob Sleigh
Housing & Land	Councillor Mike Bird
Inclusive Communities	Councillor Brigid Jones
Public Service Reform & Social Economy	Councillor Yvonne Davies
Skills & Productivity	Councillor George Duggins
Transport	Councillor Ian Ward
Wellbeing	Councillor Izzi Seccombe

5. Timetable of Meetings

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

6. Outside Bodies

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

- **West Coast 250 Campaign**

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

The Portfolio Lead for Transport represented the WMCA at meetings during 2018/19.

7. Financial Implications

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

8. Legal Implications

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

9. Equalities Implications

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

10. Inclusive Growth Implications

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

11. Geographical Area of Report's Implications

- 11.1 The WMCA's boards and committees comprised members appointed by constituent and non-constituent authorities.

12. Schedule of Background Papers

Correspondence received from constituent and non-constituent authorities setting out their nominations to the WMCA's boards and committees for 2019/20.



West Midlands Combined Authority

WMCA Board

Representing	Nominee	Substitute
Birmingham City Council	Councillor Ian Ward Councillor Brigid Jones	Councillor Paulette Hamilton Councillor Tristan Chatfield
Coventry City Council	Councillor George Duggins Councillor Abdul Khan	Councillor Jim O'Boyle Councillor Kevin Maton
Dudley Metropolitan Borough Council	Councillor Patrick Harley Councillor Qadar Zada	Councillor David Vickers Councillor Judy Foster
Sandwell Metropolitan Borough Council	Councillor Yvonne Davies Councillor Syeda Khatun	Councillor Wasim Ali Councillor Danny Millard
Solihull Metropolitan Borough Council	Councillor Ian Courts Councillor Bob Sleigh	Councillor Karen Grinsell Councillor Ted Richards
Walsall Metropolitan Borough Council	Councillor Mike Bird Councillor Adrian Andrew	Councillor Christopher Towe Councillor Marco Longhi
City of Wolverhampton Council	Councillor Ian Brookfield Councillor Peter Bilson	Councillor Louise Miles Councillor Harman Banger
Black Country LEP	Stewart Towe	Ninder Johal
Cannock Chase District Council	Councillor George Adamson	Councillor Tony Johnson

Coventry & Warwickshire LEP	Jonathan Browning	Sean Farnell
Greater Birmingham & Solihull LEP	Tim Pile	Chris Loughran
Herefordshire Council	Councillor David Hitchiner	Councillor Felicity Norman
The Marches LEP	Graham Wynn	Frank Myers
North Warwickshire Borough Council	Councillor David Humphreys	Councillor David Wright
Nuneaton & Bedworth Borough Council	Councillor Julie Jackson	TBC
Redditch Borough Council	Councillor Matthew Dormer	Councillor David Bush
Rugby Borough Council	Councillor Sebastian Lowe	TBC
Shropshire Council	Councillor Peter Nutting	Councillor Steve Charmley
Stratford-on-Avon District Council	Councillor Tony Jefferson	TBC
Tamworth Borough Council	Councillor Jeremy Oates	TBC
Telford & Wrekin Council	Councillor Shaun Davies	Councillor Lee Carter
Warwickshire County Council	Councillor Izzi Seccombe	Councillor Peter Butlin

Audit, Risk & Assurance Committee

Representing	Nominee	Substitute
Birmingham City Council	Councillor Fred Grindrod	Councillor Marje Bridle
Coventry City Council	Councillor Ram Lahka	Councillor Naeem Akhtar
Dudley Metropolitan Borough Council	Councillor Alan Taylor	Councillor Joe Roberts
Sandwell Metropolitan Borough Council	Councillor Ahmad Bostan	Councillor Peter Allen
Solihull Metropolitan Borough Council	Councillor Michael Gough	Councillor Bob Grinsell
Walsall Metropolitan Borough Council	Councillor Vera Waters	Councillor Ian Robertson
City of Wolverhampton Council	Councillor Alan Butt	Councillor Jasbir Jaspal
Shropshire non-constituent authorities	Councillor Alexander Phillips	Councillor Paul Watling
Staffordshire non-constituent authorities	Councillor John Kraujalis	TBC
Warwickshire non-constituent authorities	Councillor June Tandy	Councillor John Beaumont
Worcestershire non-constituent authorities	Councillor David Thain	Councillor Tom Baker-Price
LEP representative	Sean Farnell	Sarah Windrum
Independent member	David Lane	n/a

Environment Board

Representing	Nominee
Portfolio Lead for Environment, Energy & HS2 (Chair)	Councillor Ian Courts
Birmingham City Council	Councillor Waseem Zaffar
Coventry City Council	Councillor Jim O'Boyle
Dudley Metropolitan Borough Council	Councillor Ian Kettle
Sandwell Metropolitan Borough Council	Councillor Maria Crompton
Solihull Metropolitan Borough Council	Councillor Andy Mackiewicz
Walsall Metropolitan Borough Council	Councillor Oliver Butler
City of Wolverhampton Council	Councillor Steve Evans

Housing & Land Delivery Board

Representing	Nominee
Portfolio Lead for Housing & Land (Chair)	Councillor Mike Bird
Birmingham City Council	Councillor Sharon Thompson
Coventry City Council	Councillor Tariq Khan
Dudley Metropolitan Borough Council	Councillor Angus Lees
Sandwell Metropolitan Borough Council	Councillor Joanne Hadley
Solihull Metropolitan Borough	Councillor Ian Courts
City of Wolverhampton Council	Councillor Peter Bilson
Cannock Chase District Council	Councillor George Adamson
Coventry & Warwickshire LEP	Bill Blincoe
Greater Birmingham & Solihull LEP	Simon Marks
North Warwickshire Borough Council	Councillor David Humphreys
Nuneaton & Bedworth Borough Council	Councillor Julie Jackson
Redditch Borough Council	Councillor Matthew Dorner
Shropshire Council	Councillor Nic Laurens
Stratford-on-Avon District Council	Councillor Darren Pemberton

Tamworth Borough Council	Councillor Jeremy Oates
Telford & Wrekin Council	Councillor Richard Overton
Warwickshire County Council	Councillor Peter Butlin
Environment Agency	Roy Stokes
Housing & Communities Agency	Karl Tupling
West Midlands Housing Association Partnership	Kevin Rogers

Investment Board

Representing	Nominee
Portfolio Lead for Finance (Chair)	Councillor Bob Sleigh
Birmingham City Council	Councillor Tristan Chatfield*
Coventry City Council	Councillor Jim O'Boyle
Dudley Metropolitan Borough Council	Councillor Steve Clark
Sandwell Metropolitan Borough Council	Councillor Wasim Ali
Solihull Metropolitan Borough Council	Councillor Bob Sleigh
Walsall Metropolitan Borough Council	Councillor Mike Bird
City of Wolverhampton Council	Councillor Harman Banger
Non-constituent authorities	Councillor Tony Jefferson
Black Country LEP	Paul Brown
Coventry & Warwickshire LEP	Nick Abell
Greater Birmingham & Solihull LEP	Gary Taylor
West Midlands Development Capital	Sue Summers

* Subject to confirmation by Birmingham City Council

Overview & Scrutiny Committee

Representing	Nominee	Substitute
Birmingham City Council	Councillor Lisa Trickett Councillor Lucy Seymour-Smith Councillor Peter Fowler	Councillor Josh Jones Councillor Penny Holbrook Councillor Ken Wood
Coventry City Council	Councillor Richard Brown	Councillor Kindy Sandu
Dudley Metropolitan Borough Council	Councillor Angus Lees	Councillor Steve Clark
Sandwell Metropolitan Borough Council	Councillor Ahmad Bostan	Councillor Paul Moore
Solihull Metropolitan Borough Council	Councillor Kate Wild	Councillor James Butler
Walsall Metropolitan Borough Council	Councillor Brian Douglas-Maul	Councillor Rose Burley
City of Wolverhampton Council	Councillor Paul Sweet	Councillor Stephen Simkins
Joint Dudley/Sandwell/ Walsall/Wolverhampton representative	Councillor Cathy Bayton* TBC* <i>* to be confirmed at ABCA AGM on 26 June</i>	Councillor Dave Tyler* TBC*
Joint Coventry/Solihull representative	Councillor Lynnette Kelly	Councillor Joe Clifford
Shropshire non-constituent authorities	Councillor Dean Carroll	Councillor Derek White
Staffordshire non-constituent authorities	Councillor Simon People	TBC
Warwickshire non-constituent authorities	TBC	TBC
Worcestershire non-constituent authorities	Councillor Mike Chalk	Councillor Julian Grubb

Black Country LEP	Paul Brown	Chris Handy
Greater Birmingham & Solihull LEP	Mike Lyons	
Coventry & Warwickshire LEP	Sarah Windrum	

Public Service Reform Board

Representing	Nominee
Portfolio Lead for Public Service Reform & Social Economy (Chair)	Councillor Yvonne Davies
Birmingham City Council	Councillor Brigid Jones
Coventry City Council	Councillor George Duggins
Dudley Metropolitan Borough Council	Councillor Ian Kettle
Solihull Metropolitan Borough Council	Councillor Bob Sleigh
Walsall Metropolitan Borough Council	Councillor Mike Bird
City of Wolverhampton Council	Councillor Ian Brookfield
Rugby Borough Council	Councillor Sebastian Lowe
Shropshire Council	Councillor Karen Calder
Greater Birmingham Chamber of Commerce	Paul Faulkner
University Hospitals Birmingham NHS Trust	Dame Julie Moore
Black Country Consortium	Sarah Middleton
NHS England	Alison Tonge
Public Health England	Sue Ibbotson
West Midlands Police	Jayne Weir

Officer of the West Midlands Police & Crime
Commissioner

Tom McNeil

Strategic Economic Development Board

Representing	Nominee
Constituent authorities within the Black Country LEP area	Councillor Adrian Andrew (Walsall) Councillor Harman Banger (Wolverhampton) Councillor Angus Lees (Dudley) Councillor Bob Lloyd (Sandwell)
Constituent authorities within the Coventry & Warwickshire LEP area	Councillor George Duggins
Constituent authorities within the Greater Birmingham & Solihull LEP area	Councillor Ian Ward (Birmingham) Councillor Ian Courts (Solihull)
Black Country Local Enterprise Partnership	Stewart Towe
Coventry & Warwickshire Local Enterprise Partnership	Jonathan Browning
Greater Birmingham & Solihull Local Enterprise Partnership	Tim Pile
Non-constituent authorities within the Coventry & Warwickshire LEP area	Councillor David Humphreys (North Warwickshire) Councillor Izzi Seccombe (Warwickshire)
Non-constituent authorities within the Greater Birmingham & Solihull LEP area	Councillor Matthew Dormer (Redditch)
Universities representative	Stuart Croft

West Midlands Growth Company

Matthew Hammond

Transport Delivery Committee

Representing	Nominee
Birmingham City Council	Councillor Robert Alden Councillor Mohammed Fazal Councillor Kath Hartley Councillor Timothy Huxtable Councillor Chaman Lal Councillor Keith Linnecor Councillor Mary Locke
Coventry City Council	Councillor David Welsh Councillor Pervez Akhtar
Dudley Metropolitan Borough Council	Councillor Les Jones Councillor Alan Taylor
Sandwell Metropolitan Borough Council	Councillor Shaheen Akhtar Councillor Samiya Akhter
Solihull Metropolitan Borough Council	Councillor Diana Holl-Allen Councillor Ted Richards
Walsall Metropolitan Borough Council	Councillor Adrian Andrew Councillor Richard Worrall
City of Wolverhampton Council	Councillor Roger Lawrence Councillor Celia Hibbert

Wellbeing Board

Representing	Nominee
Portfolio Lead for Wellbeing (Chair)	Councillor Izzi Seccombe
Birmingham City Council	Councillor Paulette Hamilton
Coventry City Council	Councillor Kamran Caan
Dudley Metropolitan Borough Council	Councillor Nicolas Barlow
Sandwell Metropolitan Borough Council	Councillor Farut Shaeen
Solihull Metropolitan Borough Council	Councillor Karen Grinsell
Walsall Metropolitan Borough Council	Councillor Marco Longhi
City of Wolverhampton Council	Councillor Jasbir Jaspal
Nuneaton & Bedworth Borough Council	Councillor John Beaumont
Warwickshire County Council	Councillor Les Caborn
NHS England	Andy Hardy Dame Julie Moore Alison Tonge Andy Williams
Public Health England	Sue Ibbotson
Universities representative	Guy Daly
West Midlands Fire Service	Gary Taylor

West Midlands Combined Authority Meeting Schedule 2019/20

Meeting	June 2019	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020
WMCA Board (1100 - 1300)	28 (AGM)	26	-	13	-	8	-	10	14	20	-	-	5 (AGM)
Mayor/Non-Cons (1300 - 1400)	28	26	-	13	-	8	-	10	-	20	-	-	5
Met Leaders Group (1300 - 1430)	28	26	-	13	-	8	6 (0900 - 1200)	10	-	20	-	-	5
Shareholders Airport Cttee (0900 - 0945)	28 (1430 - 1515)	-	-	13	-	8	-	10	-	20	-	-	5
Mayor/Portfolio Lead Members Liaison (1430 - 1530)	-	26	-	13	-	8	-	10	-	20	-	-	5
Mayor/Portfolio Lead Members Away Day (1000 - 1300)	7	-	-	Yes	-	-	Yes	-	Yes	-	-	-	-

Meeting	June 2019	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020
WMCA Programme Board reports: 0900 - 1100 policy: 0945 - 1045	14 (reports) 28 (policy)	12 (reports)	30 (reports)	13 (policy)	25 (reports)	8 (policy)	20 (reports)	10 (policy) 31 (reports)	-	6 (reports) 20 (policy)	-	22 (reports)	5 (policy)
Met Chief Execs Group (1000 - 1400)	14	12	30	27	25	29	20	31	14 (0900 - 1200)	6	3	22	12
Non-Con Chief Execs Group (1100 - 1200)	14	-	30	-	25	-	20	31	-	6	-	22	-
Audit, Risk & Assurance Cttee (1000 - 1200)	21	-	-	20	-	11	-	13	-	-	20	-	26
Environment Board (1000 - 1200)	18	-	-	-	24	-	-	-	27	-	-	-	25
Housing & Land Delivery Board (1000 - 1200)	-	15	-	30	-	4	9	-	24	-	27	-	-

Meeting	June 2019	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020
Investment Board (1000 - 1200)	24	29	19	23	21	11	16	20	17	23	20	-	15
Overview & Scrutiny Cttee (1000 - 1200)	-	15	-	2	22	-	17	21	-	9	-	-	22
Public Service Reform Board (1300 - 1500)	-	-	-	5	-	-	-	-	-	5	-	-	-
Skills Advisory Board (1030 - 1230)	-	-	-	-	-	13	-	-	-	-	-	21	-
Strategic Economic Development Board (1000 - 1200)	-	8	-	5	-	20 (1400 - 1600)	-	8 (1400 - 1600)	-	18	-	20	-
Transport Delivery Committee (1300 - 1500)	24	-	-	9	-	4	-	6	10	16	-	-	8
Wellbeing Board (1000 - 1200)	-	19	-	-	18	-	-	17	-	-	3	-	-

Meeting	June 2019	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020

This page is intentionally left blank



WMCA Board

Date	28 June 2019
Report title	Annual Planning and Performance: WMCA Annual Plan 2019/20 and State of the Region Analysis 2019
Portfolio Lead	Andy Street - Mayor for the West Midlands
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Julia Goldsworthy, Director of Strategy email: julia.goldsworthy@wmca.org.uk tel: (0121) 214 7931
Report has been considered by	Strategic Leadership Team Programme Board - 14 June 2019

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Note the Review of the West Midlands Combined Authority (WMCA) Annual Plan 2018/19 at Appendix 1;
- (2) Note the key findings from the 'West Midlands State of the Region Report 2019' at Appendix 2;
- (3) Approve and endorse the WMCA Annual Plan 2019/20 at Appendix 3, and delegate authority to the Director of Strategy, in consultation with the Mayor, to make any final amendments that take into account the decisions taken in respect of the other reports on the agenda for the WMCA Board on 28th June 2019.

1. Purpose

- 1.1 To present a suite of three documents focussed on the priorities and performance of the WMCA and region:
- (a) A Review of the WMCA Annual Plan 2018/19: this document summarises delivery and progress against the actions, activity and outcomes we set out in our 2018-19 Annual Plan;
 - (b) State of the Region 2019: this document summarises the region's performance against a range of economic health and growth indicators, and enables developments in the region's economy and society over the last year to be illustrated;
 - (c) WMCA Annual Plan 2019/20: sets out our focus and activity for the current year against each of the priority portfolios.
- 1.2 The Board is asked to note the Review the WMCA Annual Plan 2018/19 (at Appendix 1) and the State of the Region 2019 (at Appendix 2), and approve the Annual Plan 2019/20 at Appendix 3.

2. Background

- 2.1 As part of its business planning and performance management, the WMCA produces an Annual Plan. The purpose of the Plan is to set out the priorities of the WMCA, provide a strategic context for the WMCA as an organisation, and to articulate what is being delivered and planned.
- 2.2 A State of the Region report is now produced annually (previous reports were produced in 2017 and 2018). It is an important moment to take stock of the original Strategic Economic Plan (SEP) ambitions for the region and to review the social and economic health of the region and assess whether further action from across CA partners is required to effect change.

Annual State of the Region Report

- 2.3 The report at Appendix 2 retains key indicators consistent with the Strategic Economic Plan, and the State of the Region 2018 report published last year, but also incorporates additional metrics to ensure latest information, best practice and WMCA priorities are reflected.
- 2.4 Below are summary key findings from the State of the Region report for 2019 (see Appendix 3):
- The economy has now reached £99bn, matching the UK growth rate for 3.6%
 - We have record jobs at 1.9m, with a growth rate of 3.1% compared to 1.3% for England
 - Employment rate is at 71.1% increasing at a faster rate than the UK
 - The population with NVQ4 is at 32.1% increasing at a faster rate than UK (3.3% v 2.3%)
 - The output gap is still large at £15.1bn
 - Enterprise births have decreased to 24,230 (down by 12%)

- Healthy life expectancy for both males and females is still lagging England and in decline for females (-0.2 years)

Annual Plan

- 2.5 The Annual Plan 2019/20 attached (Appendix 3) has been informed by engagement with portfolio lead members, chief executives and other stakeholders including the WMCA Programme Board and Overview and Scrutiny Committee. The guiding principles, structure and timeline were shared with Metropolitan Council Leaders in December 2018, with updates in March and June. In February, the Overview and Scrutiny (O&S) Committee endorsed the principles and structure of the Plan, and during April relevant O&S working groups and champions had an opportunity to comment on draft sections of the Plan.
- 2.6 The Plan for 2019/20 has benefited from learning and feedback about last year's Plan. Key changes to this year's format include separating out a summary of the delivery and achievements against the 2018/19 Plan (see Appendix 1) and the inclusion of performance indicators. The indicators include measures relating to WMCA activity, and also those that articulate the wider economic and social outcomes we are trying to influence, support and enable but are not directly responsible or accountable for.
- 2.7 The Plan is presented to Board for approval. Decisions made in respect of other reports on the WMCA Board agenda on 28th June 2019 may require further amendments to the Plan. Delegated authority for the Director of Strategy, in consultation with the Mayor, to make any final changes to the Plan is sought accordingly.
- 2.8 Progress against the Annual Plan will be monitored by the WMCA Strategic Leadership Team throughout 2019/20 and it is anticipated that progress reports be presented to the Overview and Scrutiny Committee.

3. Financial Implications

- 3.1 The Annual Plan deliverables were developed as part of the Authority's 2019/20 Annual Planning and Budget setting process. The 2019/20 Budget was approved at the WMCA Board on 8 February 2019 and contained a summary of the planned delivery that the budget underpins and which the Annual Plan articulates further.

4. Legal Implications

- 4.1 There are no legal implications as a direct consequence of this report.

5. Equalities Implications

- 5.1 The documents attached are not in themselves delivery plans or policies. The individual projects and programmes listed in the Annual Plan will be equality impact assessed to ensure key equality considerations are taken into account.

6. Inclusive Growth Implications

The Annual Plan sets out activity that contribute to the overall vision of a West Midlands that has a healthier, happier, better connected and more prosperous population. At the heart of that vision is an ambition to drive inclusive economic growth.

7. Geographical Area of Report's Implications

7.1 All three documents appended to this report include information about delivery and performance across the region.

8. Other Implications

None

9. Schedule of Background Papers

Annual Plan 2018/19

'Development of the WMCA Annual Plan 2019/20' - Report to the Overview and Scrutiny Committee – 25 February 2019

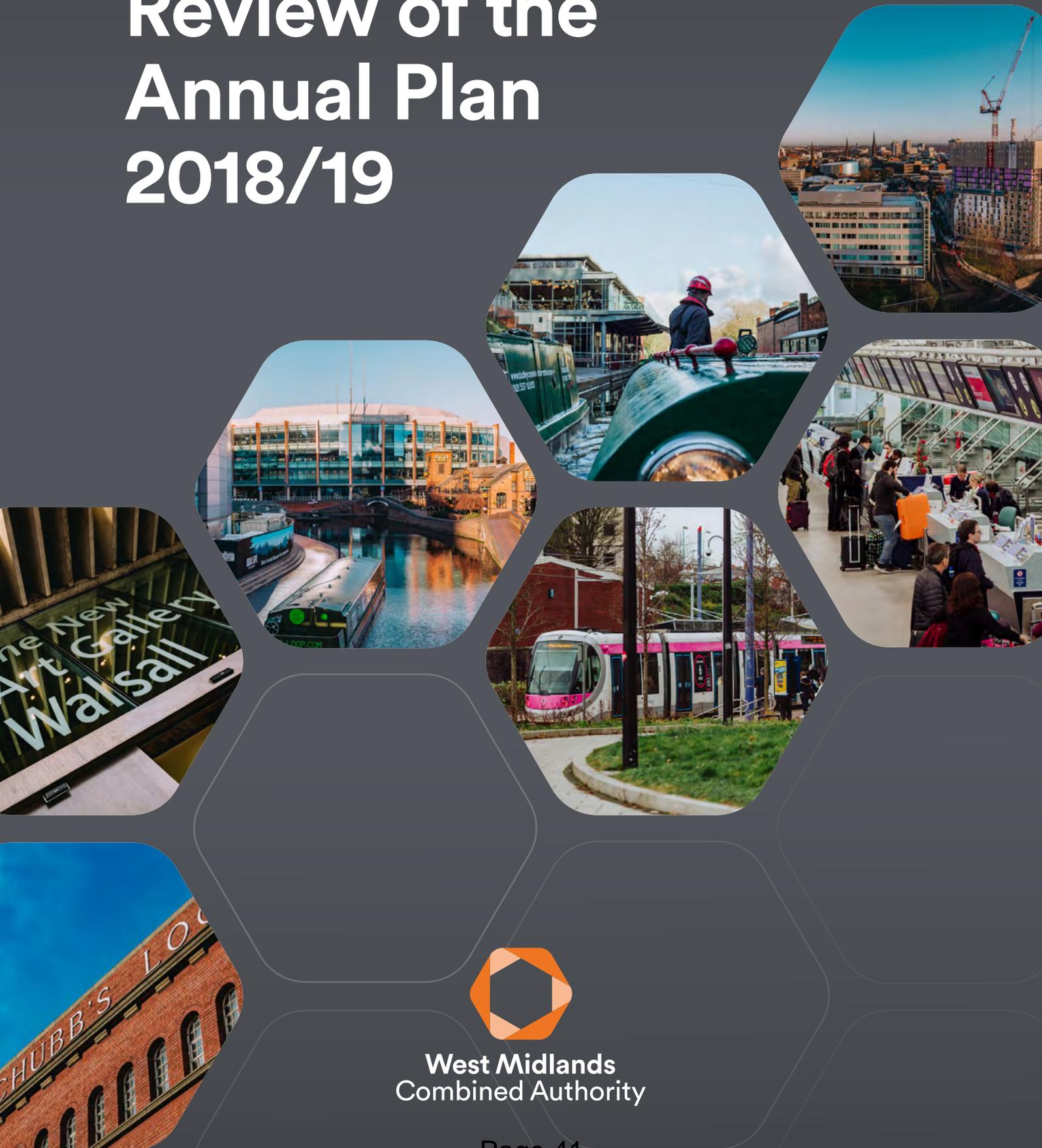
Appendices

Appendix 1: Review of the WMCA Annual Plan 2018/19

Appendix 2: Annual State of the Region Report 2019

Appendix 3: WMCA Annual Plan 2019/20

West Midlands Combined Authority Review of the Annual Plan 2018/19



**West Midlands
Combined Authority**

Contents

- 1 Introduction
- 2 Executive Summary
- 4 Portfolio Reviews
 - Economic Growth and Local Industrial Strategy
 - Housing & Regeneration
 - Productivity & Skills
 - Health & Wellbeing
 - Public Service Reform, Inclusion & Cohesion
 - Environment
 - Transport
- 17 Enabling Delivery: Our Investment Programme, Corporate Services and Governance

Introduction



The purpose of this document is to provide a summary of delivery and progress against the WMCA Annual Plan 2018/19. It forms part of a suite of documents focussed on the Combined Authority and wider regional progress in the last year, and our plans and priorities for 2019/20:

- **WMCA Annual Review of 2018-19:** looking back at delivery and progress against the actions, activity and outcomes we set out in our 2018-19 plan.
- **State of The Region 2019:** summarises the region's performance against a range of economic health and growth indicators, and enables developments in the region's economy and society over the last year to be illustrated.
- **WMCA Annual Plan 2019-20:** sets out our focus and plans for the coming year and associated key performance measures.

Last year's Annual Plan was approved by the WMCA Board Annual General Meeting in June 2018. It outlined how the WMCA (and TfWM) would work with its partners and stakeholders towards delivering its ambitious plans for driving inclusive economic growth in the West Midlands region and building a healthier, happier, better connected and more prosperous population.

The Plan was structured on the key strategic priorities and councillor-led portfolios, along with information about our services that enable and support delivery (Corporate Services).

For convenience, this Annual Review document is presented in line with that structure, and uses the following headings:

- Economic Growth and Local Industrial Strategy
- Housing and Regeneration
- Productivity and Skills
- Health and Wellbeing
- Public Service Reform, Inclusion and Cohesion
- Environment
- Transport
- Investment Programme
- Enabling delivery: Investment Programme, Corporate Services and Governance

Executive Summary



Key delivery and progress against the priorities set out in the Annual Plan 2018/19 includes:

Economic Growth

- Developed the West Midlands Local Industrial Strategy
- Supported the region's response and planning for Brexit
- Work progressed to develop the West Midlands Office of Data Analytics (ODA)

Housing and Regeneration

- Secured a £350m Housing Deal with Government
- Worked with partners to accelerate house building: 14,628 new homes (a 21% increase on 2016/17) and a 33% increase in affordable homes completed
- Approved £20million of funding to unlock land for regeneration in five town centres across the region

Productivity and Skills

- Published a Regional Skills Plan in June 2018 and secured the first Skills Deal in the country which £69m of new and planned investment for the region
- Mentored more than 1,500 young people through the Mayor's Mentors programme
- Supported over 400 people through the 'Connecting Communities' employment support programme
- Delivered pre-employment training for 100 local unemployed people through the £5m Construction Gateway project
- Secured Government agreement to a West Midlands Apprenticeship Levy transfer scheme, allowing up to £40m of unspent levy funding to be used to support regional SMEs' take-up of apprenticeships.

Health and Wellbeing

- Developed a Population Intelligence Hub in collaboration with Public Health England and local partners to provide in-depth and timely intelligence on local public health
- Supported the Homelessness Taskforce and started delivery of the Housing First pilot
- Continued delivery of the successful Thrive programme with the development of multiple streams of work including ‘Thrive Into Work Individual Placement Support’ (IPS) and ‘Thrive At Work’

Public Service Reform, Inclusion and Cohesion

- Established the Inclusive Growth Unit in June 2018
- The first iteration of our Inclusive Growth Framework which provides a way to measure inclusive growth was approved by WMCA Board
- The Social Economy Taskforce has been operational throughout 2018/19, and will publish its final report in summer 2019

Environment

- Established an Environment Board, supported by a cross-sector advisory group of internal and external partners.
- Started work to develop a regional Low Emissions Strategy and Action Plan with local authorities, to help identify where working regionally could accelerate local action on air quality and carbon emissions, attract investment, and improve health.
- Regional Energy Strategy approved by WMCA Board in January 2019



Transport

- Extended the half-price Swift travel offer to all young people aged 16-18, on bus, rail and Metro, enabling an extra 100,000 young people to benefit
- Published a Common Approach to Walking & Cycling and the West Midlands Local Cycling & Walking Investment Plan
- Supported the delivery of early Clean Air Zone measures by securing over £6 million to support the retrofit of buses to the highest European clean air standard for buses (Euro VI) across the region
- Transferred the operation of the West Midland Metro Network to Midland Metro Limited (MML) – a wholly owned subsidiary of the WMCA – in June 2018, allowing all future profits to go back into the system.
- Published a Congestion Management Plan, setting out how we will improve capacity and efficiency and manage demand on our transport system
- Continued to develop the future regional Transport Strategy through the development of plans and strategies including: Strategic Vision for Bus and West Midlands Rail Investment Strategy



Economic Growth and Local Industrial Strategy

The West Midlands' growth priorities and ambitions were set out in the 2015 Strategic Economic Plan. The investments and actions the WMCA makes and takes are focussed on delivering this plan, working with our local councils, Local Enterprise Partnerships (LEPs) and other partners including the West Midlands Growth Company.

Key delivery and progress against our 2018/19 Plan has included:

Local Industrial Strategy

Working with a range of partners, the WMCA has led the development of an evidence based Local Industrial Strategy, focused on boosting productivity, earning power and competitiveness in the region. The strategy, to be launched and implemented during 2019 shows how the region will continue to be a major engine of UK success, working in partnership with the government. The region aims to become the centre of the UK's switch to electric and autonomous vehicles, a global location for getting medicines and healthcare devices from the lab to the patient, and an economy at the heart of radical new approaches to professional services and creative content and design.

Brexit

We have worked with partners, and the Brexit Commission established by Birmingham City Council, to prepare for our exit from the European Union. We have helped to establish a series of technical groups drawn from specialists in the

constituent member authorities and administering a pooled Fund for projects aimed at ensuring services adapt to the new regulatory environment. We have helped to establish and support the Mayor's Brexit Economic Contingency Group, focused on the potential impacts of a "no deal" scenario. In February 2019 we hosted a visit from HM Treasury's senior officials who heard first-hand the concerns of local businesses and how government can help.

Devolution

We have continued dialogue with central government on behalf of the region about additional powers and resources required to further our economic and social ambitions for the region. This included innovative funding mechanisms to support the delivery of the region's economic investment priorities and public service reform. During 2019/20, the focus of this work will be on the informing the Government's Spending Review.

Policy Research and Analysis

Working with partners, our research has helped build the region's case for housing investment, developed our understanding of the drivers of youth unemployment and homelessness in the region (Connecting Communities), and contributed to our successful 5G bid. We have built strong collaborations with the Office for National Statistics and Ordnance Survey, including a new approach to quantifying the impact of the metro on local housing and employment.

What works

Our evaluation work has helped ensure we are quickly learning “what works” through robust evaluation plans for three major trials in the region (on homelessness, community employment support and helping people with health problems into employment). We have also reviewed existing international evidence on “what works” to inform our programme design, for example around employment support.

State of The Region

We published an updated annual economic review, and a series of dashboards providing an overview of performance across each portfolio’s area of policy responsibility. Planned developments include the inclusion of the outputs from the inclusive growth unit work and also inclusion of more perception measures from primary surveys.

Office for Data Analytics (ODA)

We have progressed the work to establish an ODA which will ensure a “single version of the truth” is available to the CA and partners, including on-the-day briefings on the latest statistical intelligence on the region’s economy, labour market, housing, health and wellbeing, and demographics. We have worked with the Office for National Statistics to improve the range and timeliness of sub-national statistics such as population projections and regional economic statistics, with quarterly regional GVA figures expected later this year. We have also provided training for local partners’ analysts in areas they identified as key developmental priorities, including Geographic Information Systems (mapping) and statistical programming.



Housing and Regeneration

We are on track to achieve the delivery of our Housing Deal target of 215,000 new homes by 2031, significantly increasing the proportion of affordable housing and driving new benchmarks of quality and efficiency. With our partners, the WMCA is developing the UK's most successful, innovative and delivery-focused housing and regeneration programme, combining the very best of the public and private sectors. Housing and regeneration are at the forefront of implementing WMCA's inclusive growth mission, recognising the links and joins between housing, skills, transport, health and economic growth.

Key delivery and progress against our 2018/19 Plan includes:

Delivering new homes

The West Midlands saw 14,628 new homes delivered in 2017/18, a 21% increase on the annual total for the year before. The long-term trend for new homes has seen consistent improvement and is ahead of schedule for our target of 16,500 new homes per annum by 2031.

Providing affordable homes

The region also saw a 33 per cent increase in affordable homes completed during the last year. That is nearly three times the national average increase. During 2017/18 a total of 1,837 affordable homes were completed, up from 1,383 in 2016/17.

Setting a strategic investment and delivery strategy

We launched the Investment Prospectus for the West Midlands, showcasing £10bn worth of housing, regeneration, commercial and infrastructure development opportunities. These projects build further on the unprecedented investment being secured for the region's infrastructure and illustrate the scale and range of opportunities in the region.

Attracting new investment

The WMCA secured a £350m Housing Deal with government. This includes a £165m funding package to build the Athletes' Village for the 2022 Commonwealth Games and the infrastructure needed for thousands more new homes. The money will be used to build the village on the site of the former Birmingham City University campus in Perry Barr, and more than 5,000 quality, sustainable homes will be built for local people. The first 1,400 homes will come through the post-event conversion of the Commonwealth Games village. The package will also fund a new rail station and road and bus improvements to help deliver a comprehensive regeneration of the wider Perry Barr area.

Building on brownfield sites

We have invested in brownfield land remediation, tackling sites that have been dormant for years and bringing them back into use. For example, more than 250 new homes will be built in Walsall after the Combined Authority stepped in with funding to unlock disused land for development on the Goscote Lane site.

Revitalising town centres

Working with local councils, the Combined Authority developed a programme to accelerate their plans to revitalise town centres, breathing new life into high streets which have suffered a series of blows in recent years. Almost £20million of funding has been approved to unlock land for regeneration in five town centres: Bilston, St Thomas Quarter in Dudley, Bordesley Green in Birmingham, St Matthews Quarter in Walsall and West Bromwich (East).

One Public Estate

The WMCA Housing and Regeneration team are now leading the region's One Public Estate programme, demonstrating how local and central government can come together to achieve the most from public land assets. There are 27 public sector organisations in the OPE Partnership including local authorities, blue light services, the transport authority, health providers, local economic partnerships and other stakeholders. It is one of the biggest partnerships in the UK.

Building new partnerships

During 2018/19, the WMCA has continued to work with Homes England, the Government body responsible for increasing the number of new homes that are built in England, to bring together investment, expertise and priorities for development on brownfield land. Our joint approach is the first of its kind in the country.





Productivity & Skills

Key delivery and progress against our 2018/19 Plan includes:

Regional Skills Plan

Building on the work of the Productivity and Skills Commission, we published our Regional Skills Plan in June 2018 and secured the first Skills Deal in the country which was agreed with government in July. The Deal included £69m of new and planned investment.

Prepare young people for future life and work

Over 1,500 young people are now being mentored through the Mayor's Mentors programme. Partners in the region have come together to develop a clear action plan to tackle the youth unemployment challenge with an initial focus on Birmingham. WMCA is collaborating closely with Birmingham City Council and the Department for Work and Pensions as well as a range of voluntary sector partners and employers to develop and deliver more targeted support for young unemployed. This includes our Apprenticeship Promise – our commitment that all young people should be able to access good apprenticeship and/or training places; as well as wider collaborative work to ensure that all residents between the ages of 16 and 24 are able to access good quality education, training or work.

Create regional networks of specialist technical education and training

We worked with the Gatsby Charitable Foundation and the Further Education Skills and Productivity Group to support the regional college

network to prepare for the introduction of T-levels by facilitating collaborative activity around investment in capital equipment, development of curriculum and co-ordination of the work experience requirement.

Construction skills

We set up a Construction Skills Taskforce to oversee the development and delivery of the regional Construction Skills Plan – ensuring that we have the right pathways in place to deliver the workforce that the construction industry needs both for traditional build projects and those using modern methods of construction. Our £5m Construction Gateway project is successfully delivering pre-employment training for local unemployed people with a guaranteed interview for a real job opportunity at the end. Through this programme we have trained nearly 100 people to date with 60% having already secured employment.

Digital skills

We set up a Digital Skills Partnership with industry experts to develop and deliver a Digital Skills Plan for the region. We also secured £5m to support a Digital Retraining Scheme targeting both unemployed and in-work residents, to help them develop their digital skills.

Accelerate the take up of good quality apprenticeships across the region

As part of our Skills Deal, we secured government's agreement to a West Midlands levy transfer scheme. This allows us to use up to £40m of unspent apprenticeship levy

funding to support regional SMEs take-up of apprenticeships. £9m of this has been secured to date, and has helped SMEs take on apprentices in STEM subjects (science, technology, engineering and maths). Working with government we have set up an Apprenticeship & Technical Education Taskforce through which the region is working in partnership with government to drive up apprenticeships starts and ensure that the region is prepared for the introduction of T-levels.

Helping people into work

Our 'Connecting Communities' employment support programme is now in delivery in nine areas across the combined authority. Over 400 people are being supported through the programme, over half of whom have been out of work for more than two years. Through the programme, local people are supported to secure employment, or increase their income if they are already in work.

Employment support framework

We are working collaboratively with local authorities, DWP, Big Lottery and the voluntary sector to develop an employment support framework that will guide the future co-ordination and commissioning of employment support in the region – ensuring that we are getting best value for local people and that they are getting the support that they really need.

Adult Education Budget

WMCA will take up control of the £126m regional Adult Education Budget (AEB) in August 2019. Delivery agreements are in place for the 2019/20 academic year between WMCA and local colleges and also with local authorities that deliver AEB funded provision. We also tendered for up to £28m worth of provision to meet identified local priorities and to test new innovative approaches to learning.

Strengthening Collaboration

WMCA has worked closely with DfE to shape the development of our Skills Advisory Panel (SAP) which will play a key role in shaping local skills delivery. Our Skills Advisory Board has been set up to undertake the SAP role in strategic planning for post-16 regional skills provision. This is a new and expert partnership between the WMCA, local employers and skills providers engaging directly with the Department for Education and the Department for Work and Pensions, to drive forward improvements in employment and skills outcomes for the region.



Health & Wellbeing

Key delivery and progress against our 2018/19 Plan includes:

Population Intelligence Hub

We developed an innovative Hub to provide in-depth and timely intelligence on local public health, in collaboration with Public Health England and local partners. Outputs have included a dashboard of key health indicators across the CA area, analysis of Health Life Expectancy in each part of the region, and support to work with people with multiple complex needs (see Public Service Reform section for further details).

Mental Health “Thrive” Programme

The programme resulting from the Mental Health Commission involves multiple streams of work. The “Thrive Into Work” Individual Placement and Support (IPS) trial to help people into work has so far supported over 100 people with mental or physical ill health into jobs. We are reaching over 100,000 employees through the “Thrive At Work” which helps small and medium sized companies to embed wellbeing into their business. Over 25,000 people are benefitting from “mental health first aid” and 150,000 from “every mind matters” initiatives.

Homelessness

We have supported the Homelessness Taskforce and started delivery of the Housing First pilot – with over 50 rough sleepers being housed in the first quarter of 2019.

West Midlands on The Move

We are working with the Commonwealth Games Organising Committee and BCC to mobilise a social movement in the run up to 2022. During 2018/19 we launched the “West Midlands Good Gym” - a community of runners that combine getting fit with doing good. Participants stop off on their runs to do physical tasks for community organisations and to support isolated older people with social visits and one-off tasks they can't do on their own. It's a great way to get fit, meet new people and do some good. The Coventry and Solihull branches of Good Gym were launched in March 2019.

Prevention

Our initial thinking on work with the NHS on preventing disease and ill health has developed into a proposed Radical Prevention Fund, using devolution as a catalyst for innovation in prevention which delivers tangible system and citizen outcome benefits by supporting digital innovation and new ways of supporting prevention across the WM health, care and public services system.

Digital innovation

The West Midlands was selected in September to become the innovative home to the UK's first multi-city 5G test bed. The multi million pound trial of new high speed connectivity will pave the way for the future rollout of 5G across the UK, making the region the first in the UK ready to trial new 5G applications and services at scale. A key focus is on self and remote care, and digital support to addressing social isolation.



Public Service Reform, Inclusion and Cohesion

Key delivery and progress against our 2018/19 Plan includes:

Multiple Complex Needs

We have undertaken detailed research with people with multiple complex needs, to understand causative factors and ways services can be better organised to provide earlier and more effective support. We are now further developing our understanding of the needs of this group to help inform further improvements.

Youth Justice and Adverse Childhood Experiences

Internationally significant research focusing on childhood adversity experienced by those in the criminal justice system in the West Midlands is ongoing. Initial findings suggest high levels of Abuse, Loss, Trauma, Attachment and Resilience (ALTAR) which has directly impacted on our understanding of how services should be organised, to improve outcomes for children and reducing re-offending. Policy options for reforming Youth Justice are under consideration and will continue to be developed in 2019/20.

Inclusive Growth

Our Inclusive Growth Unit was established in June 2018, and has agreed the commencement of the governance structure, priorities and initial activity as well as contributed to the developing framework, toolkit and engagement strategy. The first iteration of our Inclusive Growth Framework was approved by WMCA Board, which provides a way to measure inclusive growth. Four “tests”

have been developed, and will be used by WMCA and partners to consider and enhance how their work delivers inclusive growth. A Toolkit to inform investment decisions has been produced.

The Social Economy Taskforce

The taskforce was operational throughout the year, and has set its core recommendations. It will publish its final report in summer 2019.

Police and Crime

Collaborative activity on key policy areas continue and include a partnership feasibility study into a new safe and secure centre, a whole system approach to women in the criminal justice system and youth justice.

Digital Public Services

The PSR team played a leading role in securing national 5G test-bed status through successful bid to DCMS's Urban Connected Communities programme. This will deliver substantial benefits to citizens, public services and businesses within the West Midlands over the next three years.



Environment

This was a new priority for 2018/19. The year saw rapid progress in setting the direction and capacity of our work, achieving the majority of our goals. We established an Environment Board, supported by a cross-sector advisory group of internal and external partners. In September 2018 they established a one year improvement plan to move us towards our target of being the 'best in class' CA on sustainability by the end of 2020.

Key delivery and progress against our 2018/19 Plan includes:

Established the team

In October 2018 we established our Environment team to support the Board and partners, and to build on the existing progress of our staff managing our estate, and our external partnership work led by Sustainability West Midlands (SWM).

Review of funding and development sites

Our review of our funding systems and development sites revealed the need for a more coordinated approach to integrating sustainability criteria. There is now an improvement programme in place being implemented. Meanwhile our Internal Management System was reaccredited, and continued to deliver savings, such as a 46% carbon reduction, from our buildings energy, waste, water, and business travel over the last 5 years.

Promoting and Communications

We improved our communications through the creation of an Environment section on the corporate website, staff engagement in the development of our new internal strategy, and with Green Alliance and SWM putting on the leading event outside London during the UK's first Green Week. This event looked at how we could produce the UK's first clean and inclusive growth Local Industrial Strategy (LIS).

Natural Capital Investment

In February 2019 the Environment Board agreed our approach to developing a Natural Capital Investment Strategy and Programme, which will be taken forward by the WM Natural Capital Roundtable, HS2 Growth Programme, and partners. We were grateful for the support of the Greater Manchester team in helping us learn from their experiences.

Low Emissions Strategy

During the year we began to develop a regional Low Emissions Strategy and Action Plan with local authorities, to help identify where working regionally could accelerate local action on air quality and carbon emissions, attract investment, and improve health. We hope the good partnership working to date will translate into a cross-region 'clean air team' to deliver the actions. For example partnership working has already resulted in a significant national investment for the University of Birmingham to provide improved air quality monitoring for the region for the next 5 years.

Energy

A regional Energy Strategy was approved in January 2019, and we have hosted and supported the Energy Capital partnership to begin to implement the recommendations in the previous Energy Commission report around Energy Innovation Zones, and coordinated approaches to Electric Vehicle Charging and Housing Retrofit.





Transport for
West Midlands

Transport

Key delivery and progress against our 2018/19 Transport Plan includes:

Improving the customer experience

We have continued to enhance our Swift ticketing offer in the region through a number of initiatives including making sure we charge customers the cheapest price they can pay for the journeys they've made ("value capping"). We've extended the half-price travel offer to all young people aged 16-18, on bus, rail and Metro, enabling an extra 100,000 young people to benefit. Development has continued on a Regional Transport Coordination Centre to provide a multi-agency, multimodal facility giving single view of cross-partner projects and programmes, improve customer information about disruptions and assist with mitigating the impacts of incidents and events, to keep people and businesses moving. We started construction of the Park and Ride expansion at Longbridge station. Working with West Midlands Rail Executive we developed a new service quality monitoring system to drive up standards of cleanliness and customer service.

A common approach to cycling & walking

We have published our Common Approach to Walking & Cycling and the West Midlands Local Cycling & Walking Investment Plan. A second Managing Short Trips initiative for cycling infrastructure in the Black Country is underway. We prepared the new West Midlands Bikeshare scheme which will be rolled out in 2019. The CA

committed up to £23 million towards new and enhanced cycling infrastructure in the region.

Ensuring safety and security on the network

We published a Regional Road Safety Strategy to help reduce the numbers of people killed or seriously injured on our road network and to make it safer and more attractive to make more journeys by sustainable forms of travel. We are consulting on introducing byelaws to manage low level antisocial behaviour on our bus network, working within our safer travel partnership. The Local Transport Policing Plan targets are being delivered through the Safer Travel partnership.

Help improve air quality

We developed and delivered a programme of works to minimise the impacts of congestion on bus routes to support the delivery of early Clean Air Zone measures. We secured over £6 million of funding to support the retrofit of buses to the highest European clean air standard for buses (Euro VI) across the region.

Support bus as the backbone of the West Midlands public transport network

It was a successful third year of the West Midlands Bus Alliance and we are on track to delivering its 50 deliverables for improving bus operations including the rollout of Network Development Plans, speeding up journey times and improving passenger satisfaction. Working with local authority partners and bus operators we introduced the Wolverhampton Advanced Quality Partnership Scheme, following the introduction of the Solihull scheme, using new legislative powers.

Promote bus usage

We saw some increases in bus usage the last year. However, increasing traffic levels and congestion continue to impact on bus service punctuality. Slower buses mean increased journey times and variability, causing reduced access to jobs, leisure and other retail opportunities for people. The Sprint, bus-based rapid transit mode project has progressed, including the development of business cases, allowing the project to advance to the design stage. We started to use powers from the Bus Services Bill, continued to support an integrated network and optimising opportunities for bus growth.

Deliver the best rail services

As a result of the new West Midlands Trains franchise, there have been a number of improvements to local rail services, including some additional carriages and increased services, particularly during evenings and weekends. Key service enhancements include: the Birmingham's Cross City line is now extended to the new Bromsgrove station; the number of off-peak services between Walsall-Cannock-Rugeley and Birmingham-Wolverhampton-Telford-Shrewsbury have increased; more through services are provided from Walsall to Birmingham Airport and London and Coventry to Wolverhampton and onto Liverpool. Business cases for new rail stations have been developed; enabling progression to the design stage including the development of Birmingham's University Station transformation project. Development of the HS2 Connectivity

Package continues so that the benefits of HS2 are maximised in the West Midlands.

Continue to invest in Metro

Passenger numbers on Midland Metro increased to more than eight million in the first 12 months after opening of the Birmingham City Centre extension. Operation of the West Midlands Metro Network was transferred to Midland Metro Limited (MML) – a wholly owned subsidiary of the WMCA – in June 2018, allowing all future profits to go back into the system. A public inquiry for the Wednesbury to Brierley Hill compulsory purchase powers was confirmed for March 2019, ahead of the start of main construction works later in 2019. An outline business case was submitted for the East Birmingham and Solihull extension and a decision is awaited from Government on the Birmingham Eastside Transport and Works Act Order application. Construction of the extensions at Centenary Square, Edgbaston, Wednesbury Brierley Hill and Wolverhampton City Centre will continue. The rail / Metro integration at Snow Hill Station is being enhanced through the provision of a third access.

Invest and develop our Key Route Network

We published a Congestion Management Plan, which sets out the ways in which TfWM will improve capacity and efficiency and manage demand on our transport system. A baseline assessment of the Key Route Network has been completed and corridor reports providing details of performance, condition, road traffic accidents



etc. We developed a Highways Investment Plan with partners to provide funding and delivery support on a number of schemes that will improve capacity and safety of the Key Route Network. We are developing a Memorandum of Understanding with High Speed 2, which will lessen the impact of work on this major transport project through the coordination of delivery and the development of a travel demand management programme, including advice and support to residents, businesses and visitors. We delivered behaviour change programmes alongside partners and worked with businesses and communities to lessen the impact of roadworks by stimulating alternative travel choices and encouraging modal shift to sustainable journeys.

Support Inclusive Growth

We developed a Mobility for Inclusion Action Plan – key actions include looking at the role of Demand Responsive Transport and the Future of Ring & Ride. We are supporting delivery of a Spatial Investment and Delivery Plan which sets out overarching housing and employment ambitions, plans for major growth areas and corridors, quality standards for development, and bringing together investment in transport, skills, employment, social infrastructure and housing to drive inclusive growth.

Develop the future West Midlands Transport Strategy

The region has been successful in securing funding to become the innovative home to the UK's first multi-city 5G test bed. The multi million pound trial of new high speed connectivity will pave the way for the future rollout of 5G across the UK, making the region the first in the UK ready to trial new 5G applications and services at scale. This is bolstering the regions reputation as a lead testbed for new technologies such as autonomous vehicles which will transform the way we travel, preventing major accidents, improving traffic flow and reducing energy consumption. Building on this success, the government has awarded £20m to the West Midlands to support the development of a 'Future Mobility Zone' to enable these cutting edge technologies to be embedded into the everyday transport system. Work progressed on developing a new approach to Park & Ride delivery in the region to support better access to the rapid transit and heavy rail network. We published a Strategic Vision for Bus to support its vital role connecting major rail and

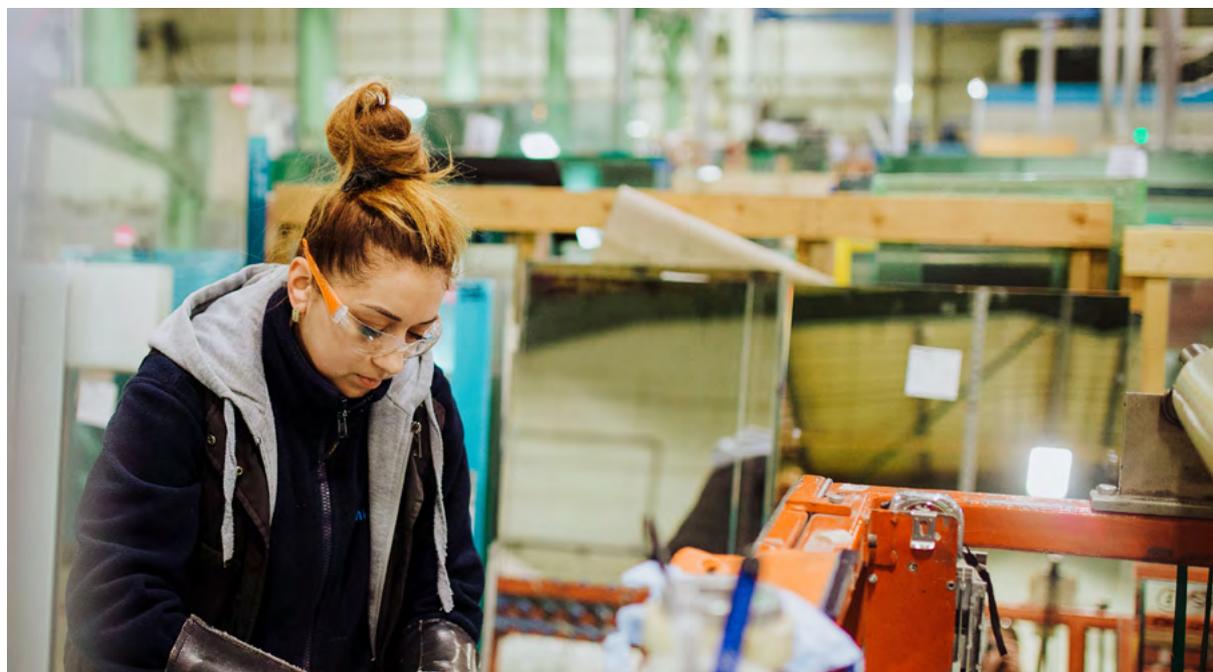
Metro investment, connecting communities and towns, and helping to build a healthier, happier, better connected and more prosperous region. We worked closely with the West Midlands Rail Executive to develop the West Midlands Rail Investment Strategy.

Ensure readiness for City of Culture and Commonwealth Games (CWG)

We developed an operational plan for managing spectator transport for the Commonwealth Games to ensure businesses function as usual during this demand.

Enabling delivery

Our Investment Programme, Corporate Services and Governance



Investment Programme

A key objective of the Investment Programme is to deliver local infrastructure throughout the West Midlands which is fundamental both to the regeneration of the region and the realisation of the benefits of HS2.

In 2018/19 the WMCA made funding approvals of £156.5 million from the WMCA Investment Programme, bringing the total cumulative funding approvals to £634.2 million as at 31 March 2019. The approvals were made in 2018/19 as projects progressed from initial feasibility and design stages towards delivery stages.

Particularly significant approvals within 2018/19 include:

- Wednesbury to Brierley Hill Metro Extension Full Business Case – The final business case for the scheme to deliver the project, considered integral to the continued rejuvenation of the Black Country area, was approved. The project is funded from WMCA grant funding and additional borrowing levered off fare box revenue;
- Sprint Bus A45 Airport and A34 Walsall to

Birmingham route Outline Business Cases; and

- UK Central Infrastructure Phase 2 Strategic Outline Case.

As at 31 March 2019, total Investment Programme project expenditure of £352.0 million was incurred, £78.1 million of which was funded by the WMCA Investment Programme.

Construction work is currently ongoing for Metro, Land Remediation and Solihull Sustainable Energy projects.

Corporate Services and Governance

During 2018/19 we commenced a review of some of our key enabling and support functions (Corporate Services) – including HR, ICT, Programme Management Office, Governance Services and Business Support. This work is ongoing and will conclude during 2019/20. In addition to the Review, there was a range of activity throughout 2018/19 to improve and develop and strengthen our organisational capacity and effectiveness, including (overleaf):

Corporate Assurance and Business Continuity

We started work on reviewing the Assurance Framework to ensure it meets our future needs. We have implemented a testing and training programme to test Business Continuity Plans and have ensured effective on call rotas are in place across the WMCA Leadership Team and corporate services.

Procurement

The WMCA Social Value Policy was launched in November 2017. Since its launch, £25m of social value commitments have been made in contracts we have awarded, with £1m already delivered. Commitments include volunteering time to support local community projects, initiatives taken or supported to engage people in health interventions, donations or in-kind contributions to local community projects, supporting young and unemployed people into work (such as CV advice and career mentoring), local school and college visits, and increasing spend through the local supply chain through the contract.

Overview and Scrutiny

We recognise the value and importance of councillor-led scrutiny and challenge, and supported the WMCA's Overview & Scrutiny Committee to build on its work of the previous year in developing a programme that gives a broad oversight to the policies of the WMCA and reviews the effectiveness of its key decisions. The Committee has enhanced the breadth of the pre-decision scrutiny it has undertaken, including a focus on the WMCA Budget 2019/20, the Local Industrial Strategy, transport projects including the Wednesbury to Brierley Hill Metro extension, the establishment of a Youth Combined Authority, the proposed transfer of the West Midlands Police & Crime Commissioner Function, cycling and childhood obesity.

Scrutiny members have also established a number of working groups focussing on topic areas including health & wellbeing, finance, governance, inclusive growth and productivity & skills and housing & land. The Committee also undertook a number of public Mayoral Q&A sessions, where the Mayor has been quizzed on the delivery and impact of WMCA policy in areas as varied as public transport, air quality, housing and other policy related matters. This is an important part of providing public accountability and decision

making transparency. With the support of the Centre for Public Scrutiny and Local Government Association we have started work with the Committee to identify how the scrutiny function can develop and improve further.

Constitution

We started a review of the WMCA Constitution to ensure it continues to meet our future needs. This work will continue into 2019/20.

Employee wellbeing and development

A staff wellbeing survey was carried out in December. An action plan has been put together taking into account staff feedback and the key Thrive Accreditation best practice recommendations. Mental health first aiders have been recruited and a mental health campaign will take place in May during Mental Health Awareness week. A new employee learning and development strategy was developed.

Finance and investment

We have brought forward the timetable for developing the revenue budget and developed key performance indicators for transactional services. We are appointing a new Investment Director role whose role will include leading on developing a Commercial Strategy.

Communications

A new Director of Strategic Communications and Public Affairs joined the WMCA in November 2018. A Strategic Communications Plan is being developed alongside the 2019/20 Annual Plan to ensure that communications objectives align with policy objectives and that appropriate Key Performance Indicators are established.





West Midlands
Combined Authority

West Midlands State of the Region 2019

Summary Report

Page 63



West Midlands
Combined Authority



Office of
Data Analytics

Content

2	Executive Summary
9	Balance Outcomes
10	Economic Growth
15	Business Competitiveness & Productivity
18	Skills
22	People
25	Place
29	The Regional Outcome Indicators

Executive Summary

Welcome to State of the Region 2019 – the third annual review of economic performance across the West Midlands. This report is written on behalf of the West Midlands Combined Authority and all its partners, it should be seen as a stocktake of where the region stands, it's a snapshot on where we are doing well and where we need to work together to improve the region. It's a call to action for everyone invested in the West Midlands.

It tries to be an honest reflection of the current regional condition, highlighting the challenges we face. However, we are not attempting to suggest what the solutions are, this lies within strategies and action plans the WMCA and partners own and deliver. It highlights how we are driving our evidence base for the future and continuing to build our understanding of the performance of the region. There are challenges to understanding this performance and how we change places for the better, not least understanding the causation and causality between action, output and outcomes. This document provides a balanced approach to regional monitoring and a useful tool understand the progress we are making through our combined action.

The West Midlands is experiencing an economic renaissance bucking the trend of other areas outside London. GVA, the measure we use to assess the value of goods and services in an area, is growing at the same rate as the UK at 3.6%, reaching £99bn. This is matched by a record high

in the amount of GVA generated per person at £23,900, which is growing in line with the UK. Whilst GVA per hour, the best way to measure productivity, is increasing at 3.1%, significantly above the UK at 2.5%.

This economic growth is matched by growth in the number of active enterprises at 3.6%, again above the UK at 3.3%. Although a slight reduction in the number of new enterprises, we are still matching the UK at 58 per 10,000 people in the region. Those enterprises are creating record numbers of jobs with a growth rate of 3.1% - 3 times the England rate and we now have 1.9m jobs.

The number of people with NVQ Level 4+ qualifications has increased by 3.4% over the year compared to a UK increase of 2.3%. There were similar positive results for those with 'No Qualifications', falling by 2.5% compared to the UK average change of +0.2%.

Looking ahead, many economic fundamentals are expected to stay strong with growth in other sectors expected beyond manufacturing, including real estate and business, professional and financial services. HS2 will continue to improve productivity, connectivity, skills and job opportunities. Coventry City of Culture in 2021 and the Commonwealth Games in 2022 will bring investment in venues, transport, housing, jobs and tourism, as the region's profile on the global stage is boosted.

There are good reasons to be optimistic. Yet our optimism for the future must be tempered by the current challenges, and those that we know are ahead. Manufacturing looks most vulnerable to the impacts of Brexit, and the West Midlands is particularly exposed. Although headline productivity is moving in the right direction, it still lags behind the rest of the UK, as does the proportion of WMCA residents with qualifications and their healthy life expectancy. Youth unemployment is still stubbornly high. Without effective investment in productivity and skills, the region risks losing the ability to attract future investment and there continues to be disparity in employment levels by gender and ethnicity. We know there is still a long way to go to meet our ambitions. Too many people remain left behind, unable to access, shape or feel the full benefits of sustained economic growth.

This report highlights how we monitor this and demonstrates we have an opportunity to harness the growth for the greater good of everyone, creating a more inclusive, resilient economy.

WMCA Board

Consistent with the WMCA Strategic Economic Plan and the WM Local Industrial Strategy unless otherwise stated, the data for WMCA relates to the 3 LEP geography - Black Country LEP, Greater Birmingham and Solihull LEP and Coventry and Warwickshire LEP

Key Trends

Outperforming



£99bn

Total GVA is increasing and stands at £99bn

+3.6% (+£3.5bn) growth rate – same as the UK growth rate of +3.6% (2016-2017)

Target - to reach £153bn in total GVA by 2030



£31.07

GVA per hour is £31.07 +3.1% (+£0.93) growth compared to +2.5% (+£0.83) UK average (2016 - 2017).

To reach the UK average, performance is good but there currently a shortfall of £2.58



165,045

165,045 Active Enterprises in the WMCA in 2017

+3.6% growth rate compared to +3.3% UK (2016 - 2017)

To be above UK Average, performance is good but need to create an additional 18,451 enterprises to reach 443 per 10,000 population



58.1%

58.1% (1.9m people) are Physically Active as of November 2017/18

+1.1pp vs +0.8pp England (62.6%) (Nov. 2016/17 - Nov. 2017/18)

Performance is good but need an additional 156,701 adults to reach the national average



1.9m

The number of Jobs has increased to 1.9m

+3.1% (+56,000) compared to +1.3% for England (2016 - 2017)

To reach the Strategic Economic Plan target we need to achieve 2.4m jobs



71.7%

The WMCA Employment rate is 71.7% (1.8m people)

Increased at a faster rate than the UK average +0.7pp (+19,600 people) vs +0.3pp (2017 - 2018)

To reach the UK average of 75.0%, an additional 85,400 people need to become employed



76.3%

76.3% of employees earning above the Living Wage Foundation rates
+0.5pp growth compared to -0.6pp UK (2017-2018)

The target is to reach the UK average of 77.2%



14,500

14,500 Net New Homes in the WMCA area in 2018

Making good progress but to reach the 215,000 target of net new homes by 2031, requires an additional 189,029 net new homes



11.0%

The Working age Population with No Qualifications is 11.0% (283,700 people), this is decreasing faster than the UK average

-2.5% WMCA compared to +0.2% UK (2017 - 2018)

To reach the UK level of 8% an additional 78,284 people need to gain one qualification



32.1%

The Working age Population with NVQ4+ qualifications is 32.1% (825,500 people), this is increasing at a faster rate than the UK average

+3.4% WMCA compared to +2.3% UK (2017 - 2018)

To reach the UK average we would need an additional 181,538 people to be upskilled to 39.2%



7.1%

7.1% of NEETs within the WM 7 Met. area compared to 6.0% for England (2018)

NEET reducing at a higher rate than England by 0.7pp

To be below the England average we would need 701 fewer NEETS to reach 6%

Maintaining Our Position



£23,903

GVA per Head is £23,903
+2.7% (+£636) growth compared
to 3.0% UK (2016-2017)

But with a shortfall of £3,652 to
UK average



£53,087

GVA per employee is £53,087
+0.5% growth (+£269) compared
to +2.2% (+£1,281) Eng. (2016-2017)

With a shortfall of £7,435 to
England average



43.5%

The five-year Enterprise Survival
Rate is 43.5% from 2012 births
for the WMCA compared to
44.1% for the UK. (2012 to 2017)

The target is to be above the UK



£28,294

Resident Wages are increasing
and stand at £28,294 in 2018
+2.4% (+£652) growth compared
to +2.8% (+£815) UK (2017-2018)

With a shortfall of £1,280 to
national average



21,043

21,043 ktCO₂ emitted within the
WMCA by transport, business
and homes in 2016

-3.8% (-830ktCO₂) across the
WMCA vs -3.9% for the UK
(2015-2016)

The target is a 40% reduction
in carbon by 2030 from 2010,
-5,249 ktCO₂

In 2016, the reduction in carbon
stands at -20.1% since 2010

Focus for Improvement



£15.1bn

WMCA Output gap is £15.1bn in 2018

+£0.8bn from 2017 revised output gap (Due to revision of GVA data)

The aim is to have no output gap



24,230

WMCA Enterprise births has decreased to 24,230

-12% (-3,315) compared to -7.7% UK (2016 - 2017)

The target is to be ahead of the UK average of 58 per 10,000 population. Currently on par with the UK average.



29,230

The number of Apprenticeships has decreased to 29,230
-31.2% vs -22.6% England (2016/17 - 2017/18)

The target is to have 84,000 apprentice starts, requiring an additional 54,770.

However, recent statistics for the last 6 months indicate a positive growth of 4% from same period last year (Aug. 2017 – Jan. 2018).



59.9

Healthy Life Expectancy for Males in the WM 7 Met. is 59.9 years. (+0.3 year improvement from 2016)

- 3.4 years lower than England (63.3 years) in 2017.

The target is to reach the England average of 63.4 years old



60.1

Healthy Life Expectancy for Females in the WM 7 Met. is 60.1 years (0.2 year decline from 2016)

- 3.7 years lower than England (63.8 years) in 2017.

The target is to reach the England average of 63.8 years old



-0.14

The WM 7 Met. area average Progress 8 Score was -0.14 in 2018

To reach England average requires an improvement of +0.12

The target is to have an average progress 8 score of -0.02

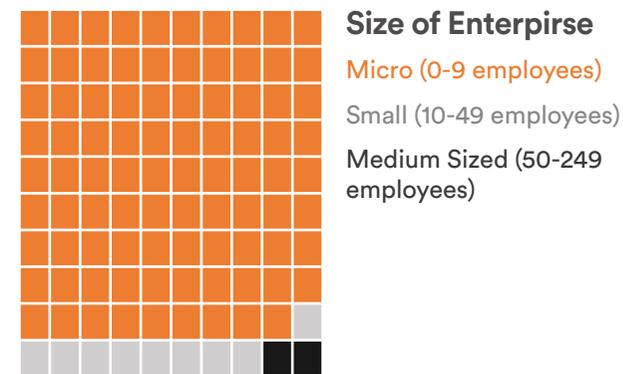
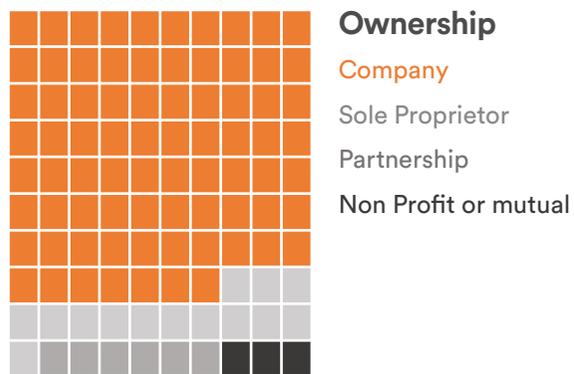
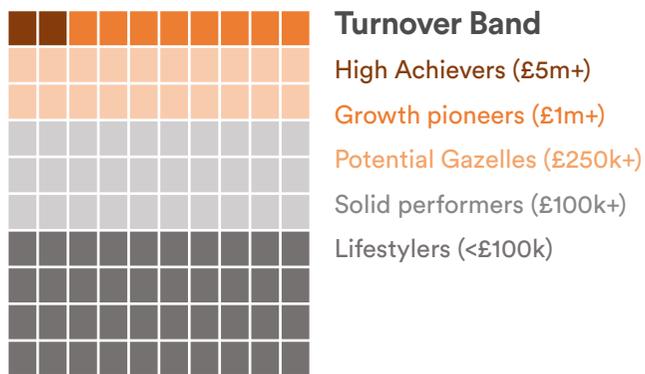


21

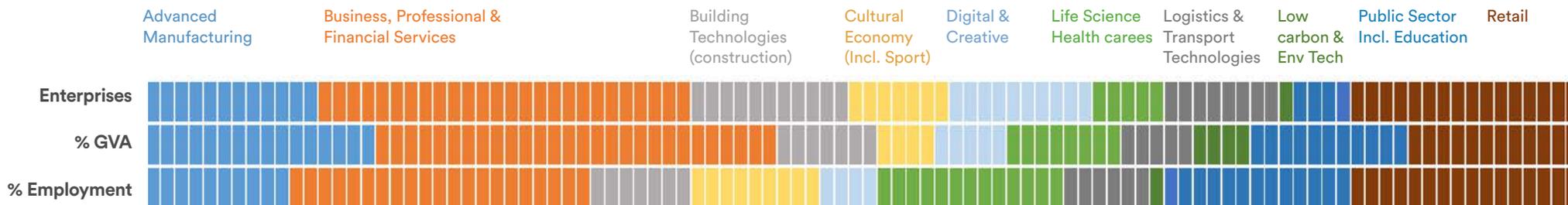
Additional Poor Air Quality Days across the West Midlands Region in 2018

The target is to have only 1 day of poor air quality by 2030

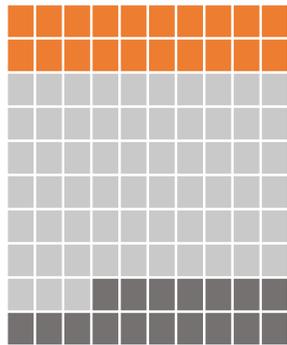
The region as 100 enterprises



Page 70

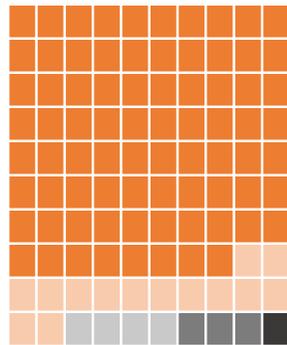


The region as 100 people



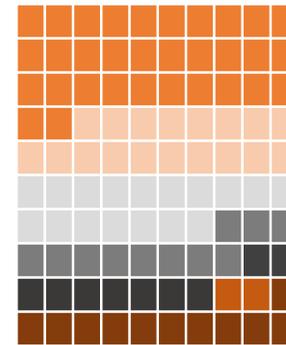
Age Band

Children
Working age adults
65 and over



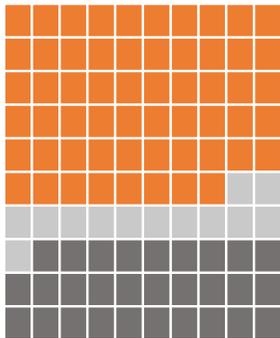
Ethnicity

White
Asian/Asian British
Black/Africa/
Caribbean/Black British
Mixed/Multiple ethnic
Other



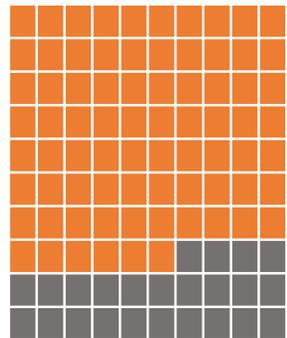
Qualifications

NVQ4 and above
NVQ 3 (only)
NVQ 2 (only)
NVQ 1 (only)
Other
Trade Apprenticeships
No Qualifications



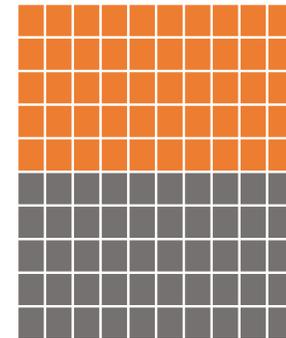
Physical Activity

Physically Active
Fairly active
Inactive



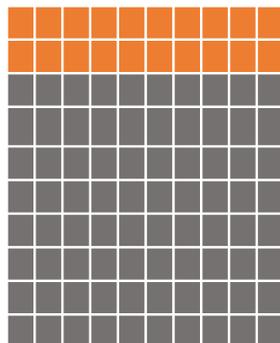
Employed

Working age and active
Working age and inactive



Gender

Female
Male



Deprivation

Residents living in 10% most deprived
Residents not living in 10% most deprived

Balanced Outcomes



The report is based on five sections, with each section exploring the following:

The WMCA is committed to pursuing and defining success in social, environmental and economic terms that feel real to citizens and bring benefits to all who live and work here.

These principles are the basis of the delivery of WMCA and its partners. These indicators can be used as outcome measures by partners, the WMCA uses them within its annual planning process and the performance management framework.

For the purposes of this report we have separated key metrics into the following five pillars, that recognise the importance not only of growth and productivity improvements, but also the contribution of vibrant communities and resilient citizens in creating economic success and places that people want to live and work in. The full technical report is available online^{1,2}.

Economic Growth

Developing the regional economy underpins our ambitions. As the export centre of the UK, our economic success is vital to Britain's future.

- ✓ Improved GVA in line with the UK Average
- ✓ Decoupling growth from emissions

Business Competitiveness & Productivity

Britain's businesses are facing considerable uncertainties because of Brexit, but in the West Midlands we are steadily rebooting our reputation.

- ✓ Improved the productivity of our businesses focusing on our growth sectors;
- ✓ Improved competitiveness through energy and resource efficiency and stimulated new technology and business

Skills

Building the right skills is key to delivering improved productivity and prosperity - enabling all groups to access jobs.

- ✓ Improved skills levels so that people have the skills and qualifications to access jobs

People

We want improved life chances for all residents, including those facing particular disadvantages or difficulties.

- ✓ Improved life chances for all;
- ✓ To reduce our health inequalities and improve the health and wellbeing of our population including physical activity and mental health;
- ✓ To reduce offending and re-offending

Place

We will improve the connectivity of people and businesses to jobs, markets and housing - developing local places and communities.

- ✓ Improved the connectivity of people and businesses to jobs and markets;
- ✓ Improved the quantity of high quality, readily available development sites; turning brownfield sites to high quality locations that meet our housing and business needs
- ✓ Improving place, infrastructure, air quality and environment through addressing climate change

¹ www.wmca.org.uk/state-of-the-region-2019

² The sources for the data are set out in the full technical report.

Economic growth

Developing the regional economy underpins our ambitions – not only to deliver growth that all citizens benefit from, but also, as the export centre of the UK, that will power the UK economy after Brexit. Economic growth, as measured by GVA has seen strong growth (3.6% from 2016-2017 - in line with national growth) and areas within outperforming the national average (4.3% in the Black Country). Over time the WMCA economy has outperformed other Combined Authority areas.

However, the region is still falling well short of fulfilling its economic potential. The output gap, which measures the difference between per head economic output and potential stands at £15.1bn³ across the 3 LEP geography.

- In the WMCA total GVA continues to increase and in 2017 was £99bn (3.6% growth - equal to the national growth rate). The WMCA (7 Met.) recorded the highest growth across all

Combined Authority areas from 2014-2017 and the highest outside the Greater London Authority from 2009-2017.

- There is considerable variation in terms of GVA per head across all areas. In the WMCA, GVA per head is £23,903, below the UK average of £27,555 - leading to a £15.1bn output gap. The output gap is impacted by skills levels, employment levels and the productivity of our business base.
- In terms of productivity, for the third time in the last 4 years, the WMCA's GVA per hour has increased at a faster rate compared to the UK (3.1% compared to 2.5% from 2016-2017) and is currently £31.07. However, GVA per hour needs to increase by £2.58 to reach the UK level.
- According to the latest regional Purchasing Managers Index (PMI), West Midlands output only rose slightly in March (an index of 50.9), completing a subdued first quarter which saw a fall in business activity in January (49.5) and more modest growth in February (52.0). Output is generally down on this period last year.
- The WMCA has received 775 Foreign Direct Investment (FDI) projects from 2011/12 to 2017/18. This has led to the creation of nearly

46,000 new jobs from 2011/12 to 2017/18. The number of FDI projects in the WMCA area has more than doubled from 49 in 2011/12 to 140 in 2017/18. This far exceeds the average growth rate for the whole of the UK which grew by 47.4% in the same period. In 2017/2018 the West Midlands Region created over 9,424 new jobs from FDI projects – the highest level for any region outside of London.

- In terms of the balance between income generated by the area (£36.1bn) tax and identifiable expenditure (£37.1bn), the gap has reduced to £1bn gap - a decrease of £1.7bn from the comparable figures for the previous year. The next step to deepening our understanding of the contribution of our investment programme to the public service reform agenda is to analyse regional investment into the three types of prevention (primary, secondary and tertiary), and into acute services. This will help us to build on good work, and to be deliberate in reducing the level of acute spending by investing into the right forms of prevention.

³ The 2017 output calculation has been recalculated to reflect the revised ONS GVA data.

Deepening our Evidence Base

The Office of Data Analytics

The ODA has been established to achieve a vision of providing “integrated intelligence to support decision making in the region on a range of economic and social issues.”

The ODA will be a hub and spoke model, creating a more formal structure for current centres of expertise within the region. It will bring together key partners within the West Midlands, providing a point of focus for strategic leadership & catalyst for action for data, research and intelligence in the region and ensuring the strengths, skills and expertise across partners are recognised locally, regionally, nationally and internationally.

Key Delivery objectives of the ODA by 2021:

- To strengthen the motivation and capability of the WMCA and partners to use research and analysis in making policy decisions
- Map assets, capabilities and strengths in the region and drive collaboration, skills development and expertise across organisations
- Deliver key enablers of data analytics and research, particularly a step change in information sharing between partners, together with work on joint training of analytical skills gaps, deploying common analytical tools and methodology



Deepening our Evidence Base

Brexit

City-REDI at the University of Birmingham have been working on economic analysis to understand the potential impact of Brexit on the West Midlands economy. They've estimated that up to 12.2% of West Midlands GDP is at risk in the event of a no-deal Brexit, and that current manufacturing is the most exposed sector in the region (32.2% of GDP at risk if the frictionless UK-EU trade is disrupted).

As part of the Mayor's Brexit Economic Contingency Group, City-REDI have also identified the key supply chain risks of Brexit.

- delays in crossing the UK/EU border
- an increase in costs for crossing the border
- additional export/import controls
- new compliance requirements on exporters

We are also working with the Brexit Commission, established by Birmingham City Council. Which has undertaken its own analysis of potential Brexit impacts, utilising work by West Midlands Economic Forum, and universities across the region including City-REDI and the Centre for Brexit Studies.

The labour market challenges in the region are also amplified in the context of Brexit. Given the tightness of the labour market, it's suggested that demand for skilled migrant staff will remain high for the foreseeable future; indeed, as can be seen from recent data, it has remained robust despite Brexit uncertainty.



12.2%

of West Midlands GDP is at risk in the event of a no-deal Brexit



32.2%

of GDP at risk if the frictionless UK-EU trade is disrupted

What does GVA look like across the WMCA?

Latest data for the WMCA's GVA totalled £99 billion, contributing 5% to the total UK GVA. The WMCA GVA per head is £23,903.



4.3%

The highest GVA growth in the WMCA was in the Black Country at 4.3%, higher than the England rate



£28.1bn

The highest proportion of GVA comes from the Business Professional & Financial Services at £28.1bn



£36,695

North Warwickshire has the highest GVA per head at £36,695



28%

Birmingham contributes 28% of the WMCA's total GVA



£69,558

Warwick has the highest GVA per employee at £69,558



£41.50

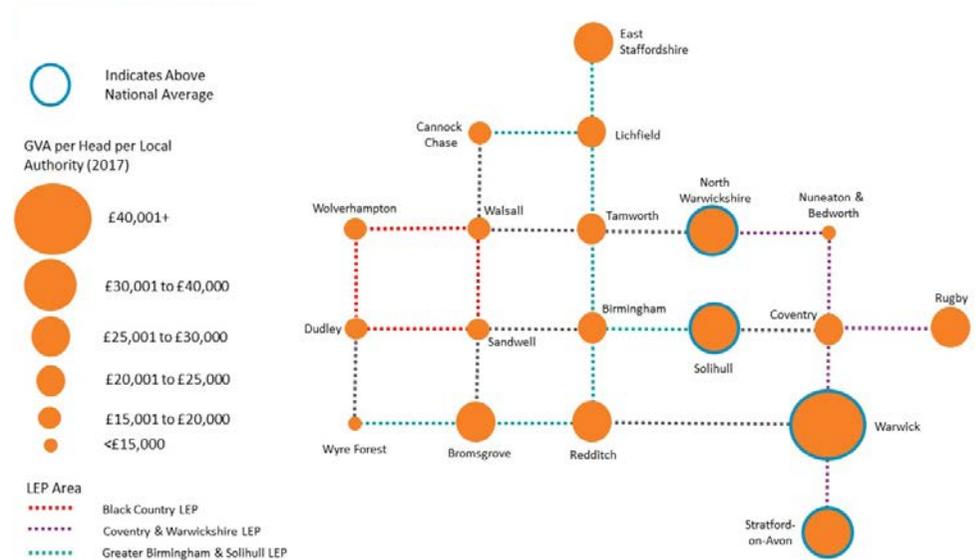
GVA per hour worked is £41.50 in Soihull

Real (Volume) Growth in GVA over 3 years / 8 years



Source: ONS April 2019
CVM = Chained Volume Measure
 Growth measured in chained volume measure, linked across years in real terms

GVA per Head 2017



Business Competitiveness & Productivity

A world-class business base continues to underpin the West Midlands' economic renaissance. Enterprises – in total and those defined as high-growth – are still growing and we are making significant productivity gains. Our unique ability to export at scale across the world is driving success in the region across sectors.

- The WMCA business base continues to grow and there are currently 165,045 active enterprises (398 per 10,000 population compared to 443 for UK) in the WMCA. To reach the national average, the WMCA needs to increase its enterprise stock by 18,451.
- There were 24,230 enterprise births across the WMCA in 2017 – this is 29% more births than there were in 2013, compared to a 10% increase nationally. However, this is a decline of 3,315 on 2016 figures – in line with declines reported nationally.
- Out of 27,545 enterprise births in 2016, 92.5% survived their first year, above the UK rate of 91.5% and an increase on the previous period.

Longer-term, enterprise survival in the WMCA is below the national average: across WMCA was 43.5% of 2012 births survived to 2017, compared to 44.1% in the UK overall.

- Our region now has a larger share of both High Achievers (firms with £5m+ turnover) and Growth Pioneers (turnover between £1m and £4.99m) than the UK average (2.4% and 7.7% compared to 2.3% and 6.9%) and in the last year there has been an increase in enterprises across all turnover bands except for Lifestylers – those with a turnover of £100,000 or less.
- The share of high-growth enterprises varies across the WMCA's 3 LEPs, but all currently have a rate below the UK's 6.3%.⁴ Between 2014 and 2017, 6.1% of firms in Coventry & Warwickshire were high-growth according to the OECD definition; 5.7% of firms in Greater Birmingham and Solihull were high growth and 4.4% in the Black Country.
- The West Midlands is the export capital of the UK. The WMCA (7 Met.) exported £17.8bn worth of goods across the world in 2017, £11.1bn of which went outside the EU. Excluding London, this is the highest value of exports of any

comparative UK area. Unlike most comparator regions, the West Midlands (7 Met.) also has a substantial trade surplus in goods with China (+ £1.02bn) and the largest trade surplus of all UK areas with the USA (+ £2.7bn).

- Jobs are increasing and there are currently 1.9 million people working in the WMCA area, with 1.2m employed in the transformational sectors and 700,155 in the enabling sectors in 2017. 76.3% of employees are earning above the Living Wage Foundation rates.



1.9m

people working in the WMCA area, with 1.2m employed in the transformation sectors and 700,155 in the enabling sectors in 2017.

⁴ Source: Enterprise Research Centre (ERC), UK Local Growth Dashboard, 2018

Deepening our Evidence Base

The West Midlands Local Industrial Strategy

The West Midlands has been a trailblazer in developing a Local Industrial Strategy (LIS), and the Black Country Consortium Economic Intelligence Unit led on the collation of the robust evidence base for the LIS including:

In-depth evidence base across the five foundations of productivity.

Detailed sectoral analysis which includes headline data on sectors as well as evidence demonstrating our competitive advantages within them. Work has begun on a range of sector action plans covering metals and materials, construction, aerospace, rail, automotive, life sciences, food and drink, tourism, creative, logistics & transport, low carbon and professional services.

- Initially through the WMCA Productivity & Skills Commission, the Professional Services sector action plan was the first to commence and to be completed. A collaboration between BPS Birmingham, City-REDI and Black Country EIU produced the analysis which provides a strategic focus for the sector in the region going forward.⁵

Through an academic lead within the WM LIS group, a broad approach to the grand challenges has been developed. This involves identifying distinctive grand challenge focus areas for the West Midlands, linking these with major investment/activities in the region (e.g. Commonwealth Games, HS2) and looks to co-ordinate research and innovation capabilities around these.

In developing this deep evidence base, we have worked with BEIS analysts and have shared expertise with Greater Manchester, ensuring we are comprehensive and meeting Government expectations. Furthermore, to validate the evidence we have led on the setup of an independent “expert panel” who have begun reviewing our evidence base and making suggestions for the future.

Our evidence base is continually being updated and enhanced and is available on the BCLEP website.⁶

⁵ Source: <https://www.wmca.org.uk/media/2406/business-professional-financial-services.pdf>

⁶ LIS Evidence Base: <https://www.blackcountrylep.co.uk/about-us/west-midlands-combined-authority/local-industrial-strategy-evidence-base/>



Nearly **25,000** enterprise starts in the WMCA

Small and medium sized enterprises account for **99.6%** of all WMCA Enterprises

The West Midlands is the export capital of the UK.



£17.8bn

The West Midlands 7 Met. area exported £17.8bn worth of goods across the world in 2017.

20.2%

20.2% increase in the WMCA Business Base since 2014 – compared to 15.7% across the UK.



70%
of enterprises in the WMCA have an annual turnover less than £250k

14%
Sole Proprietor

77%
Companies

6%
Partnerships

3%
Non-Profit or mutual



9 in 10 enterprises have under 5 employees

Skills



Building the right skills in our workforce is key to delivering improved productivity and prosperity - enabling all groups to access jobs. While qualifications levels are improving, significant shortfalls remain in certain levels and geographies, holding back growth and productivity. Youth unemployment remains stubbornly high – as a growing, young and hyper-diverse region, tackling poor social mobility and outcomes is crucial to unlocking inclusive growth.

- There are 825,500 people qualified to NVQ Level 4 in the WMCA area. This is an increase of 3.4% on the previous year or 27,200 people, comparable to the national growth rate of 2.3%. Longer term, since 2012 the WMCA area has also performed better than the national average with an increase in the number of people with higher level skills by 147,900 (21.8%) compared to 17.2% for the UK. Despite this positive trend, just 32.1% of the population are qualified to NVQ Level 4 compared to 39.2% for the UK - a shortfall of 181,538 people. Qualifications are key to progression, with people qualified to NVQ4+ estimated to earn significantly more than those with lower qualifications.

- The proportion of WMCA residents with no qualifications decreased from 11.4% (291,100) in 2017 to 11.0% (283,700) in 2018. A reduction of 7,400 people. The number of women with no qualifications dropped from 146,000 to 130,300 (-10.8%) while men increased from 145,100 to 153,400 (+5.7%). To reach the current UK average (8%) requires a further upskilling of 78,284 people.
- There were 29,230 apprenticeships in 2017/18 with 12,810 were Intermediate level, 12,780 Advanced and 3,640 were Higher.
- In 2017/18 the WMCA had a decrease in the number of Apprenticeship starts by -31.2% compared to a national fall of 22.6%. However, progress within the year is showing we are up by 434 apprenticeship starts (+4%) from the same point as last year.
- Most young people (aged 16-24) in the WMCA are either in work or economically “inactive” (for example as full-time students), but 8.7% were counted as “unemployed” at the end of 2018; a reduction on 9.7% in 2017.
- There were 18,675 youth claimants in the WMCA in March 2019, an increase a 4.4% from the previous month which mirrors national trends with the rollout of universal credit. Unemployment rates vary significantly by ethnicity, with a rate of 75% for white working age population, but 61% rate for ethnic minority working age population. with the lowest rates overall for ethnic minority females at 53%.



Deepening our Evidence Base

Employment Support Framework

The West Midlands Combined Authority's (WMCA) second devolution deal outlines the opportunity for the region to take forward a new Employment Support Framework:

“Government and the WMCA will jointly develop and adopt an Employment Support Framework Agreement to drive the better coordination of employment, skills and health services across the West Midlands in order to increase the number of residents moving into work. This will specifically include:

- a) How locally funded employment support programmes are designed, commissioned and performance managed;
- b) How the Combined Authority and local partners can work together to align local public services to support people into work;
- c) How the WMCA, DWP, JobCentre Plus and the LEPs will work together to offer apprenticeships and other work-related training and work experience opportunities to young people to drive down youth unemployment;
- d) How Jobcentre Plus, local authorities and their partners will work together to promote skills development and progression from low-paid employment to support growth.”

WMCA set up an Employment Support Taskforce to develop the framework, bringing together a team of experts from DWP, Local Authorities, the voluntary and community sector, the welfare to work sector and WMCA. The Taskforce shaped and responded to a number of pieces of work developed to inform the framework:

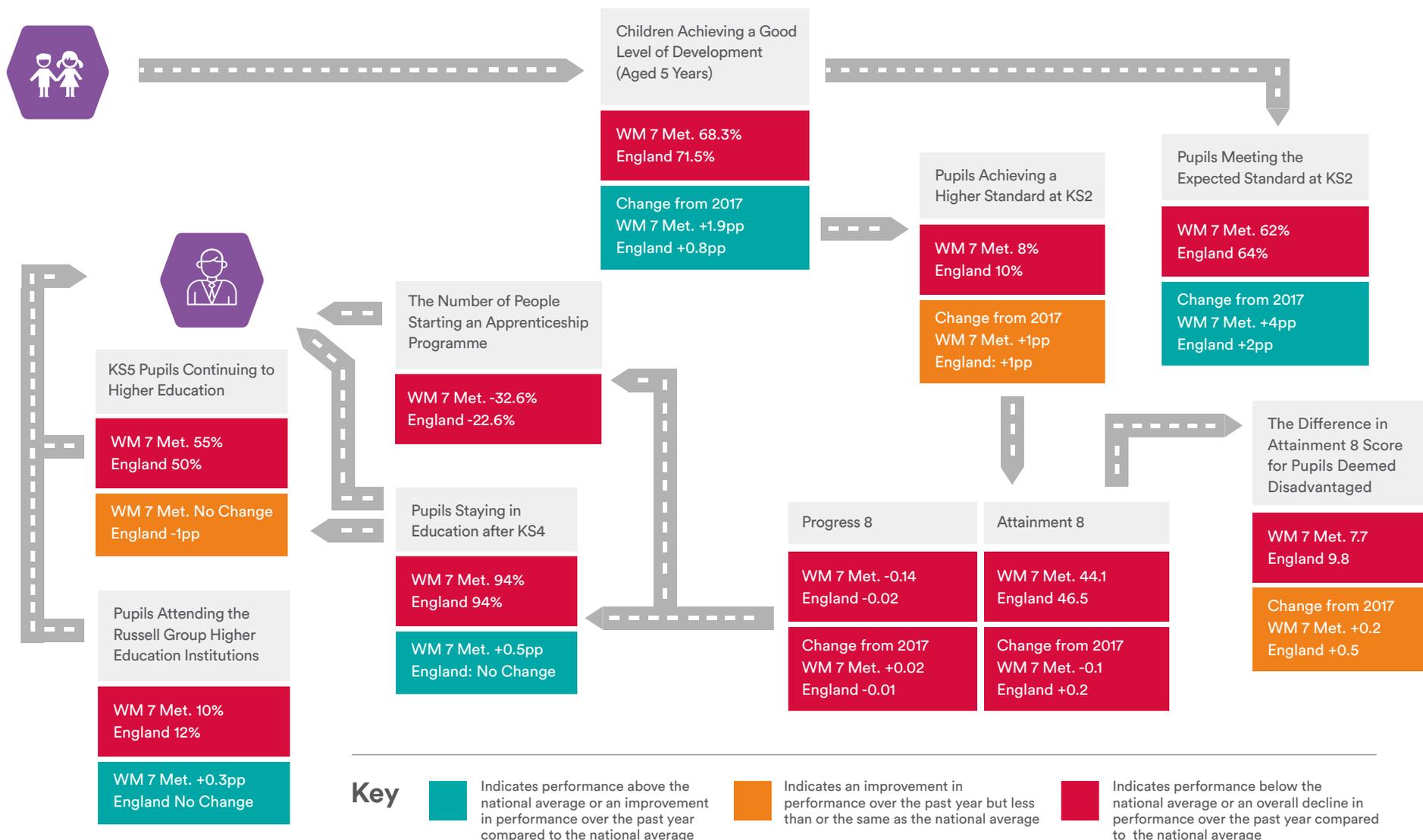
- a) Desk based review of the evidence of ‘what works’ and what this means for the WMCA area
- b) ‘Deep dives’ into three different areas in the WM – Foleshill in Coventry, Greets Green in Sandwell and Druids Heath in Birmingham, to more forensically identify current issues and barriers and opportunities for future success. This included focus groups with the local community
- c) Practitioner interviews – engaging with front line staff that support local people into employment
- d) Customer journey mapping

This evidence is underpinning a series of recommendations relating to commissioning principles, alignment and collaboration and to shape the future Shared Prosperity Fund.

The Educational Pathway

The Educational Pathway shows the roadmap for school pupils between reception all the way up to higher education, highlighting the WM 7 Met. and England average for all stages of education.

Page 84



People

Every person in the region has a role in building the region's growing economy, and should therefore share in the benefits that it generates. These benefits should look as residents expect them to: prosperity, good health, thriving places, and in general, feeling able to influence the world around them. As it stands, strong headline jobs growth masks startling inequalities within the region, and across different communities.

- WMCA defines inclusive growth as a more deliberate and socially purposeful model of economic growth – measured not only by how fast or aggressive it is; but also by how well it is created and shared across the whole population and place, and by the social and environmental outcomes it realises for our people. With this steer, we are investing into our residents to enable them to develop the skills, aspirations, and capabilities they need to access and create opportunities in our future

economy. To do this, we need to have a sense of the 'whole person', and the lives they want to live. Collaboration is key to getting this right: by working together, we can deliver long, healthy, purposeful lives in comfortable homes, as part of safe, clean, well-connected neighbourhoods.

- The healthy life expectancy gap within the region is significant for men and women alike and is holding back our productivity. In 2015, 20% of the WMCA population lived in the top 10% most deprived areas. For both males and females in the most deprived communities there is a shorter healthy life expectancy at birth and a longer period expected to be spent in 'not healthy' health. The healthy inequality gap between the most and least deprived areas across the WM 7 Met. geography has decreased among males to 6.3 years and for females to 7.4 years in 2017.
- The West Midlands childhood obesity levels are one of the highest in the country. 37.1% of year 6 children are overweight or obese, compared to 31.1% nationally. The West Midlands ranks number 3 for worst performing regions for childhood obesity.
- In 2018, the infant mortality rate for the WMCA was 6.6 per 1,000 live births which is above the national average of 3.9. Each of the seven metropolitan authorities is worse than the England average, but Birmingham shows particularly poor results with 7.8 per 1,000 live births.
- In terms of recorded offences involving a knife or sharp instrument, Offences per 100,000 population in 2018 was 98 in the West Midlands, the third highest rate behind London (167) and West Yorkshire (107) and above the national average of 69.
- In 2018, only 7% of adults in contact with secondary mental health services were in paid employment across England, a lower gap than the national average (61.2 WM 7 Met. vs 68.2).
- Gross Disposal Household Income (GDHI) per person in 2017 was £16,479 and has grown by 6.9% since 2014. The UK GDHI per person is £19,514 and has increased by 6.7%. in the same period. GDHI per person needs to increase by £3,035 in the WMCA to be in line with the UK.



Every person in the region has a role in building the region's growing economy, and should therefore share in the benefits that it generates.

Deepening our Evidence Base

Inclusive Growth Framework

Page 87



In working with the Inclusive growth Unit and other regional partners, it has been clear that WMCA's focus should be on developing a solid definition, framing a set of priorities, collaborating to improve the region's 'inclusive behaviours', and – most importantly – using all of the above to change business as usual to something that is inclusive by design.

The Inclusive Growth Framework is one of a suite of products to enable that shift, and focuses on measurement. It defines the social, democratic, and environmental outcomes of economic activity. This ensures that the West Midlands prioritises that which it hopes to gain from economic activity: thriving citizens. It does not aim to capture every possible metric: rather, it is a snapshot of the social, democratic, economic, and environmental priorities of the region, paired with 'citizen voice' indicators to ensure that we are kept on track. It can also be reflected spatially, with distributional measures, allowing us to more clearly understand how it will be distributed and the localities with the most need.

Ultimately, it is not acceptable that the economy should make people unwell, or contribute to damaging climate change, or 'forget' that places exist, and the Inclusive Growth Framework is designed to enable us to stop that from happening.

Our analysis shows that the challenges of addressing worklessness, in-work poverty and citizen fears that their aspirations cannot be achieved, are particularly acute in specific parts of the WMCA rather than the area as a whole.

It is early days, but the shift from business as usual is underway. The importance of place is woven through the Local Industrial Strategy and evidence base, and the devolved Adult Education Budget will enable us to deliver our commitment to enabling more residents to create prosperity and opportunity through improved skills and entrepreneurialism.

Place

Another key driver of productivity is the transformation of the WMCA Infrastructure and Environment. We are building more homes with an ambition of 215,000 new homes by 2031. We are working on the identification of opportunity areas to drive the supply of high quality new homes and then create and capture the climate resilient value. Then created from these to invest in transport, income, health, education and other facilities within existing communities in these areas. Enabling growth for all and ensure that communities can participate in growth and benefit from the growth.

- More houses are being built resulting in housing stock continuing to rise to 1,719,094 homes – a net increase of 14,491 homes from the previous year.
- More affordable homes are being built – 3,337 affordable homes in total (482 more than the previous year). However, there is a need to ensure we are delivering all types of housing

to accommodate and attract employees for our growing economy and to tackle our homelessness crisis.

- Completions by tenure mix is changing – housing associations and local authorities account for 22% of all completions (up 2% since previous year) whilst private enterprises are decreasing their share of completions with 79% (a decrease of 2% compared with the previous year). There is evidence of growing demand in the housing market with 57,278 residential sales recorded in 2017/18 – an increase of 2,813 from the previous year; and likewise, in the private rental market– in 2017-2018 there were 27,460 residential properties privately rented; an increase of 2,760 rentals since the previous year.
- Alongside economic growth will be an impact on infrastructure and, as anticipated, congestion is getting worse. only 43% of WM met residents were able to access 3 or more strategic centres including Birmingham City Centre, accessible by public transport within 45 mins travel time in the AM peak – some 32 percentage points lower than the WMCA ambition of 75%.
- The WMCA had 131 million visitors in 2018 – an increase of 2.6% (+3.4m) over the past year. The number of day visitors have increased by 2.7% (3.1m) and overnight visitors increased by 2.1% (0.3m). Visits to parks and gardens have increased by 3.8% and museums and galleries increased by 1.4% compared to 2017.
- Issues with Britain's high street have been widely reported in recent times; mirroring the national trend of a struggling high street, 475 stores closed in the West Midlands region in 2018. 287 new stores opened, resulting in a net closure of 188 – the largest fall in the region over the last five years.
- Air quality across the West Midlands region is declining as there are currently 46 days poor air quality per year (rated 4 or higher on the Daily Air Quality Index); an increase of 21 days more than the previous year. This was partially due to the extremely dry and hot summer in 2018. Whilst CO₂ emitted in 2016 was 21,043 ktCO₂, a reduction of 830 ktCO₂ since the previous year. The WMCA current ambition is a 40% reduction in carbon by 2030 requiring a further reduction of 5,249ktCO₂.

Deepening our Evidence Base

Real Journey Time (RJT) Tool

The West Midlands Bus Alliance now have a prototype 'Real' Journey Time (RJT) tool – [available here](#) – the screenshot below compares scheduled with observed bus journeys for one day in the afternoon peak Cricket Ground example.

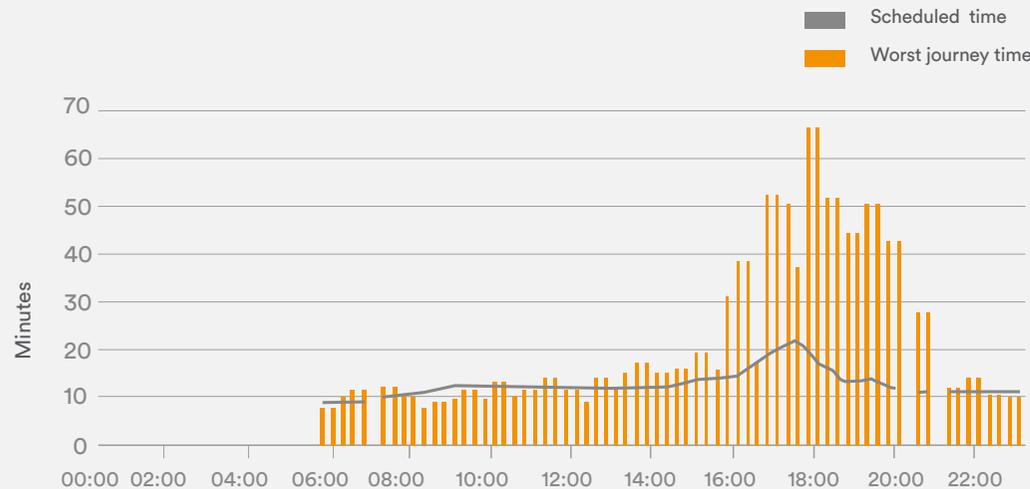
Analysing this data to recreate a version of the bus timetable for the whole of the West Midlands based on observed journeys means we can predict how long an individual journey will take. The West Midlands Bus Alliance, working with ODI Leeds, has made use of the excellent TfWM API (Application Programming Interface), which allows apps to access bus journey time

data securely. In this case the API asked for live departure information for every bus stop in the West Midlands every 5 minutes. We then use that information to track every bus service on every route as it makes its journey across the city. Since the tool went live in the spring we've collected 25 million bus departures, with thousands more being added every minute.

Four main future uses of the RJT tool:

- To find the causes of the worst delay that mean a high RJT and to inform plans and projects to fix them

- To make the case for funding projects to remove these delays, since this would save passengers time on every journey
- To make the case for more devolution of powers to manage delays
- To immediately better inform passengers about unavoidable delays since not all delays can (currently) be controlled, removed, or avoided.



Deepening our Evidence Base

Environment

The WMCA Environment Board has agreed a more detailed set of monitoring to support our understanding of the environment and its contribution to clean and inclusive growth, and the carbon and air quality indicators within the WMCA state of the region report. Sustainability West Midlands (SWM) provides an annual update of these indicators and how we compare to other Combined Authority areas. This includes energy, water, waste, natural environment, and carbon intensity.

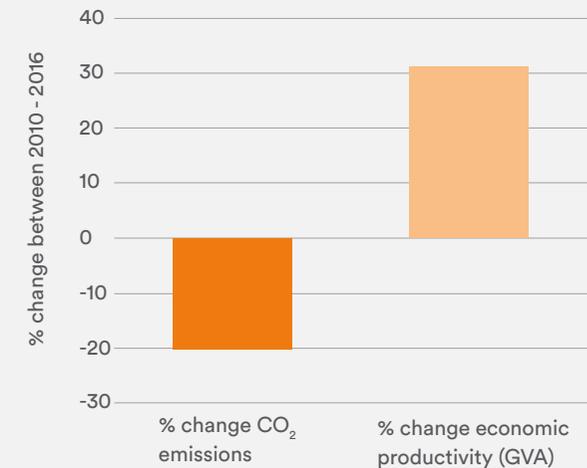
The latest SWM monitoring report was produced in May 2019 and includes new indicators, and where possible a breakdown by the 19 unitary or district local authorities within the 3 Local Enterprise Partnership geography of the WMCA area. The report also includes experimental work on how to measure the overall sustainability progress of the area by analysis over time of a selection of economic, social and environmental indicators. This shows the WMCA has improved by two places in the league table using the latest available data.

We are also working with the University of Birmingham WMAir project to develop more detailed air quality monitoring indicators, based on long-term health impacts, and therefore going beyond current legal compliance.

Our work with the Tyndall Centre and partners will review our current carbon reduction target in light of the latest Climate Change Committee recommendations, and also how we can measure the transition of our economy to a resource efficient one. Our current monitoring shows we continue to decouple economic growth and carbon emissions. We are the CA area that has the fastest economic growth whilst reducing carbon emissions.

Following feedback from partners we are also beginning to develop our understanding of the social and economic costs of environmental improvements. However as the recent climate change youth campaigns have reminded us, many of us haven't done our homework on the cost of not having a future, or as the Mayor has recently stated as the birthplace of the industrial revolution the West Midlands has a moral responsibility to lead the fight on the climate crisis.

Change in carbon emissions and economic productivity in WMCA between 2010 and 2016



Source: SWM annual sustainability metrics benchmarking for the WMCA, May 2019

Developing an understanding of the potential social and economic benefits of environmental improvements

Air quality – If all current air quality pollution was eliminated in the WMCA area, there would be an annual saving of economic, social and environmental costs of £2.5 billion a year. By just reducing the levels of one pollutant (PM2.5) in half, 952 deaths would be prevented and £1.4m of NHS costs saved in the WMCA area.

Energy – The annual energy costs to businesses and homes for the WMCA area is £6.7 billion a year. If the area invested £3.6 billion in cost effective clean energy and efficiency measures, by 2022 it could cut its annual energy bill by almost £1 billion per year (a payback of just over 3 years)

Warmer homes – If insulation and heating was improved to eradicate illness caused by cold homes, this would save the local NHS an

estimated £63.1m a year. By improving our homes to eliminate all the deaths caused by cold homes, 2,270 lives would be saved in the WMCA area.

Green space – If 80% of WMCA residents used their local green space more than once a month it is estimated to save the local NHS £1.8m per year. If green spaces were used for sustainable drainage and as flood defences to protect half the properties at risk in the WMCA area, this would save £20.8m of economic damage per year.

Waste – If an additional 25% of household waste that is currently sent to landfill or incineration in the WMCA area, was recycled, it would save an additional £23.1m per year.

Business – The Local Industrial Strategy identifies the Low Carbon Technology sector within the WMCA area as the most productive. The scale of the sector is often hidden as existing businesses diversify into this market place, but could make up over £9 billion or 10% of the WMCA economy.

The Regional Outcome Indicators

3 LEP Geography consistent with WMCA SEP unless otherwise stated⁷

The **Regional Outcome Indicators** covered in this report provide a clear framework to monitor progress and the economic changes required to achieve our vision and the ambitions set out in the Strategic Economic Plan and further developed in the West Midlands Local Industrial Strategy. The Regional Outcome indicators are composed of a selection of strategic headline indicators, which measure the impact of all activity across the 3 LEP areas by all stakeholders. These indicators cover a

range of theme areas including economic, fiscal, social and environmental impacts.

The performance against these indicators are impacted by a number of factors including external factors like the global economy which are outside of the control of regional partners.

Work is ongoing to demonstrate the impact of investment and outputs on achieving our required outcomes and impact utilising logic chains.

Outcomes	Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013 ⁸	Scale of the Challenge
ECONOMIC GROWTH - Improved GVA for the region in line with the UK average	O1. Gross Value Added (GVA) per head	£23,903	+£636	+£3,421 +16.7% WMCA +12.3% UK	GVA per head £27,555 +£3,652 GVA per head
	O2. GVA per Hour	£31.07	+£0.93	+£3.63 +13.2% WMCA +8.8% UK	GVA per hour £33.65 +£2.58 per Hour
	O3. Gross Disposable Household Income (GDHI) per Person	£16,479	+£186	+£1,514 +10.1% WMCA +9.2% UK	£19,514 GDHI per Person +£3,035 GDHI per Person

⁷ The green shading illustrates indicators which have moved in a positive direction compared to the UK average or national (England) where UK averages are not available. The red shading indicates the reverse and orange indicates a growth rate in the right direction but less than the UK or national average.

⁸ Baseline will vary on certain indicators, please see the full report for details

Outcomes	Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013 ⁴	Scale of the Challenge
<p>BUSINESS - Improved the productivity of our businesses focussing on our growth sectors</p> <p>FISCAL - Secure better for less from our public services</p>	B1. GVA per employee	£53,087	+£396	+£4,280 +8.8% WMCA +6.6% Eng.	GVA per employee = £60,523 +£7,436 GVA per employee
	B2. GVA in transformational sectors	£72.3bn	+£2.3bn	+£13bn +22.5% WMCA 16.7% UK	£147bn WMCA SEP Ambition +£74.7bn GVA
	B3. No. of Enterprise Births	24,230 enterprise births 58 per 10,000 population	-3,315 enterprise births	+5,425 enterprise births +28.8% WMCA +10.3% UK	Ahead of UK Currently on par with the UK average of 58 per 10,000 population, ambition is to surpass the UK average
	B4. Five - year Enterprise Survival Rate of businesses born in 2012	43.5%	-6.7pp	N/A	44.1%
	B5. Jobs in Transformational Sectors	1.2m	+43,715 jobs	+155,020 +13.3% WMCA +10.3% Eng.	1.5m WMCA Transformational SEP Ambition + 33,155 jobs in Transformational Sectors
	B6. Total Jobs	1.9m	+56,000	+186,000 Jobs +11.1% WMCA + 9.6% Eng.	2.4m WMCA SEP Total Jobs Ambition +535,000 Jobs
	B7. Employment Rate	71.7%	+0.7 pp	+4.5 pp WMCA +3.8 pp UK	Employment rate = 75% +3.3pp
	F1. Income & Exp. Balance	-£1bn	-£1.7 bn	N/A	To achieve no fiscal gap +£1 bn

Outcomes	Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013 ⁴	Scale of the Challenge
PEOPLE - Improved Life Chances for all	P1. Reduce % of people in top 10% most deprived areas	20%			10% of people
	P2. Annual average earnings of full-time working residents	£28,294	+ £652	+£2,415 +9.5% WMCA +9.3% Eng.	+ £1,280
	(ii) % of employees earning above the Living Wage Foundation rates	76.3%	+0.5pp	N/A	+0.9pp
SKILLS - Improved skill levels at all ages so that people have the skills and qualifications to access jobs. Ignite / Retune /Accelerate	P3. Youth Claimants aged 18 - 24 ⁹	18,675 (March 2019)	+3,035 19.4%	-17,490 -48.4% WMCA -51.4% UK	22.9% -4,281 youth claimants
	P4. Claimant Count aged 18 - 64	91,310 (March 2019)	+17,485	-37,530 -29.1% WMCA -34.6% UK	-31.1% -28,359 claimants
	P5. % of Working Age Population (WAP) with No Qualifications	11.0% 283,700 people	-2.5% -7,400 people	-21.8% WMCA -79,300 people -15.4% UK	8% -78,284 people
	P6. % of WAP with NVQ1	11.4% 292,900 people	+0.7% +2,000 people	-6% WMCA ¹⁰ -18,800 people -10.9% UK	Ahead of UK
	P7. % of WAP with NVQ2	17.0% 437,600 people	+1.2% +5,400 people	+1.7% WMCA +7,200 people -4.2% UK	Ahead of UK
	P8. % of WAP with NVQ3	17.7% 454,100 people	+0.6% +2,600 people	+4.2% WMCA +18,300 people +1.7% UK	Ahead of UK
	P9. % of WAP with NVQ4+	32.1% 825,500 people	+3.4% +27,200 people	+20.0% WMCA +137,800 people +14.1% UK	39.2% +181,538 people
	P10. No. of Apprenticeships starts	29,230	-13,240 -31.2%	-6,780 -18.8% WMCA -13.5% Eng.	84,000 +54,770 apprenticeships
	P11. Progress 8 Score	-0.14 (Below Average)	+0.02	N/A	-0.02 (England average) +0.12 points

⁹ Please note claimant count figures have been impacted due to the roll out of universal credit.

¹⁰ While the growth here is below the UK average, decline in this area may indicate positive progression.

Outcomes	Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013	Scale of the Challenge
	P12. NEETs aged 16-17	4,630 (7.1%) (WM 7 Met.)	-410 -8.1%	N/A	6% - 701 NEETs
	P13. % of children achieving a good level of development at the end of reception	68.3% (WM 7 Met.)	+2.0pp	+18.6pp WM 7 Met. +19.8pp Eng.	+3.2pp
	P14. Social Mobility	Based on 326 Local Authorities Lowest Ranked: North Warwickshire: 307 Highest Rank: Bromsgrove 48 (2017)	+15 places	N/A	All the West Midland Local Authorities in the Top Quarter Ranking
HEALTH - Better quality of life for all: improved health (inc. Mental health) and well being	P15. Healthy Life Expectancy (HLE) at Births – Males & Females	Males (M) = 59.9 years (WM 7 Met.)	+ 0.3 years (WM 7 Met.)	0 years WM 7 Met. + 0.1 years Eng.	63.4 years
		Females (F) = 60.1 years	- 0.2 years	- 1.1 years WM 7 Met. - 0.1 years Eng.	63.8 years
	P16. Health inequality gap by years between the most and least deprived areas	M = 6.3 years F = 7.4 years (WM 7 Met.)	M = -1.7 years F = - 1.5 years (WM 7 Met.)	M = -2.4 years F = - 0.3 years (WM 7 Met.)	No gap Reduce gap by 6.3 years for males and 7.4 years for females
	P17. Gap in employment rate for those in contact with secondary mental health services and the overall employment rate	61.2% (WM 7 Met.)	+0.9 pp (WM 7 Met.)	+ 1.9 WM 7 Met. + 3.5 pp Eng.	Ahead of England + 7pp (68.2%)
	P18. – Rates of suicide (per 100,000 population)	8.7 per 100,000 population (WM 7 Met.)	-1.1 per 100,000 population (WM 7 Met.)	- 1.4 WM 7 Met. -0.5 Eng.	No suicides - 627 suicides
	P19. - % Physically Active Adults	1,913,900 (58.1%)	+1.1 pp	N/A	62.6% + 156,701 active people
	P20. Infant Mortality	6.6 per 1,000 live births (WM 7 Met.)	No Change	+0.4 per 1,000 live births WM 7 Met. No Change Eng.	0 Preventable Deaths

Outcomes	Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013	Scale of the Challenge
CRIME - Reduced offending and re-offending	P21. – Total Recorded Crime (per 1,000 population)	252,689 (87.2 per 1,000 pop. WM 7 Met.)	+10.9% WM 7 Met. +7.0% Eng.	+39.2% WM 7 Met. +34.9% Eng.	Below the England Average 87 per 1,000 population
	P22. - Proven Rates of Re-Offending Rates for Adults	30.1% (WM 7 Met.)	N/A	N/A	Below the England and Wales Average -1.4pp (28.7%)
	P23. – No. of first-time entrants to Youth Justice System (per 100,000)	397 per 100,000 (WM 7 Met.)	-10.6% WM 7 Met. -11.6% Eng.	- 19.8% WM 7 Met. - 34.8% Eng.	-104 first-time entrants per 100,000
PLACE ACCESSIBILITY- Improved the connectivity of people to businesses to jobs and markets	Pl1. Broadband Connectivity	97.7% 1.19m premises (WM 7 Met.)	+ 2.1 pp (WM 7 Met.)	+ 6.4 pp WM 7 Met. + 18 pp UK	100% coverage
	Pl2. % residents able to access 3 or more strategic centres including Birmingham City Centre, accessible by public transport within 45 mins travel time in the am peak	43% (WM 7 Met.)	+0.9 pp (WM 7 Met.)	- 1.6 pp ¹¹ (Oct 2013 vs Jan 2019) (WM 7 Met.)	75% + 32pp
	Pl3. Bus time reliability	To be developed ¹²			

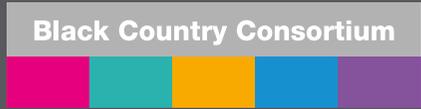
¹¹ For indicators with no shading this is due to no UK comparative figure.

¹² Transport for West Midlands is in the process of developing an effective monitoring approach for bus time reliability.

Outcomes	Measures of Success	Where we are now	Change over the last year	Direction of Travel Relative to UK average since 2013	Scale of the Challenge
INFRASTRUCTURE - Improved the quantity of high quality readily available development sites	PI4. Mode Share of all Journeys: i). Mode Share of all journeys by non-sustainable and sustainable	i) Non-sustainable (Car) 68% Sustainable: 32%	i) Non-sustainable (Car) +1% Sustainable: -1%	i) Non-Sustainable (Car) +4% Sustainable: - 4%	45% car mode share Car (- 23%)
	ii). Percentage of car journeys single occupancy	ii) 73% (WM 7 Met.)			
	PI5. Total Dwelling Stock Estimates	1,719,094	+14,491	+56,694 WMCA	+189,029
	PI6. Total Additional Affordable Dwellings	3,337 (2017/18)	+482	+503 WMCA (2013/14 – 2017/18)	
	PI7. Number of Additional Affordable Rented Dwellings	1,626 (2017/18)	+49	+133 WMCA (2013/14 – 2017/18)	
	PL8. Ratio of median house price to median gross annual residence-based earnings	7.1	+0.26	+1.27 WMCA +1.24 Eng.	
SUSTAINABILITY - Resource efficient economy to stimulate new technology and business	E1. CO ₂ emitted within SEP area by transport, businesses and homes	21,043 ktCO ₂	-830 ktCO ₂ -3.8%	-14.7% WMCA -17.9% UK	WMCA target: 40% reduction in carbon by 2030 from 2010 -5,249 ktCO ₂
	E2. No. of days poor air quality per year (rated 4 or higher on the Daily Air Quality Index) ¹³	46 days	+21 days	-17.9% WM +2.4% UK	WMCA target: 1 day by 2030 -45 days

¹³ Number of days is measure by region.

This report is produced for the
Office of Data Analytics by:



Economic Intelligence Unit

West Midlands Combined Authority Annual Plan 2019/2020



**West Midlands
Combined Authority**

Building the Future

Contents

4	Introduction
	Purpose of the plan
	About the WMCA
	How we work
	Our devolution journey
	Our membership
8	Our region: economic context, challenges and opportunities
9	Our vision, priority objectives and strategic enablers
12	Portfolio contributions and interdependencies
18	Our delivery in 2019/20
	Transport
	Housing & Land
	Productivity & Skills
	Economy & Innovation
	Environment & Energy, HS2
	Public Service Reform & Social Economy
	Culture & Digital
	Wellbeing
	Inclusive Communities
60	Enabling Delivery: Our budget, resources and investments
64	Risks to delivery
	Our budget, expenditure and investments
	Our support and enabling services
	Our staffing
	Our commitment to Health & Safety
66	Our companies and accountable bodies

Foreword



Andy Street

Mayor of the West Midlands and
Chair of the WMCA

Welcome to the West Midlands Combined Authority's (WMCA) Annual Plan for 2019/20. Overall, regional growth remains relatively strong and the West Midlands is, quite rightly, optimistic about the future.

Everything we do at the Combined Authority is geared towards improving some aspect of life for people across the region – that's our reason for being here and it drives every move we make. The WMCA was created by its founding partners to identify and deliver our shared future vision for the region – a happier, healthier, better-connected and more prosperous West Midlands.

That vision is both ambitious and long-term. This plan sets out what we will deliver during 2019/20 to make progress towards it. Building on the firm foundations laid during the previous year, the plan sets out the steps that we will take to ensure the region's continued economic and cultural renaissance, whilst redoubling our efforts to address the social challenges facing the region.

Our vision and priorities remain the same, but we have re-shaped portfolios this year to better reflect our focus on key challenges and developments. The portfolios presented in this plan put stronger emphasis on environment and climate change, culture, and the region's digital advances. We are also re-energising the combined

authority's taskforces, including groups dedicated to tackling homelessness and boosting the fortunes of high streets.

We have a lot to be proud of. Outside London, we still top the UK league table for exports, job creation and foreign business investment. We are the only region in the country to carry a trade surplus with China and the United States. In 2021 Coventry will be the UK City of Culture and in 2022 Birmingham will host the Commonwealth Games.

But it would be wrong to get ahead of ourselves. Our region, and the nation as a whole, are at a crossroads. The UK's departure from the European Union has been on the WMCA's agenda since its foundation. Uncertainty over the detail of that departure has, at times, made it difficult to create future-proof policy. Yet we have been working hard on our no-deal contingency planning and are doing everything we can to ensure businesses can thrive in our region post-Brexit.

Part of that support lies in playing to our strengths. We are a global player in autonomous vehicle research and home to a premier tech and digital sector with strong automotive and advanced manufacturing sectors. Our Low Carbon sector is the region's most productive, with GVA per employee far outstripping the national

average, and our business services and creative sectors are undoubted strengths. Our Local Industrial Strategy, the first in the UK, is aimed at supporting our world-class sectors and driving inclusive growth. You will see references to our Local Industrial Strategy throughout this Annual Plan, where it provides a basis for our activity and intent over the 2019/20 period.

Perhaps most importantly, we need to remember that devolution has given our region a once-in-a-generation opportunity to drive outcomes for our citizens. We are driving a 30-year multi billion investment package over transport, housing, skills, digital technology and more. Since May 2017 we have secured a further £1.7bn of new funding, bringing to £600m the money dedicated to cleaning up brownfield land for housing and commercial development. This signifies our massive potential for growth and demonstrates faith by government and investors that we can deliver.

All this is helping to fund major transport infrastructure, with new tram and rail lines and key road improvements being rolled out across our region. This will ensure that our citizens secure the maximum benefits from HS2, whilst also unlocking long-dormant pockets of land - crucial to building the 215,000 new homes we need by 2031 to meet future housing demand. That's why we're also at the vanguard of new and advanced methods of construction, helping us to build more homes at pace and equip local people with the skills to do so.

Finally, as an organisation with such massive responsibility and potential, we cannot afford to sit still. We must continue to build a strong team that harnesses all of our available talent and collectively ensures that our economic growth is truly inclusive for our citizens.

I am grateful to politicians, officers and all our partners across the region and beyond for the collaborative spirit which has underpinned our success so far, and which will ensure this plan delivers our full potential.





Deborah Cadman
Chief Executive of the WMCA

The focus of this plan is on inclusive growth. Our planned delivery and activity is intended to make sure everyone can experience better transport, housing, skills and digital technology as we build a healthier, happier, better connected and more prosperous West Midlands. Our residents must feel the benefits, in terms of physical and mental wellbeing, jobs and economic opportunities for all in healthy, inclusive, supportive and vibrant communities.

The West Midlands Combined Authority (WMCA) is still evolving. But we have made a successful start. Much of the work of the WMCA to date has been largely unseen - researching, designing and laying the all-important foundations for key projects and negotiating far-reaching funding deals with government, business and investors, in the UK and internationally. It is that 'behind the scenes' work, by our commissions, partners and officers, that has given us the evidence base to map the way forward, and on which much of the delivery set out in this plan is based. Proposed activity across all our priority portfolios reinforces and embeds our focus on people as well as place, by building citizen resilience and capability through radical prevention, helping people to access training and employment, and supporting improved wellbeing.

I believe that the WMCA, working with and through our local government partners, Local Enterprise Partnerships, and range of stakeholders, is at the forefront of the economic and cultural renaissance of the West Midlands. The recently launched Local Industrial Strategy, for example, sets out the national and global

strategic opportunities for driving further inclusive growth and productivity improvements in our region's economy.

In addition to the delivery within each priority portfolio, we will be looking to continue to consolidate our regional position and approach to Brexit and the upcoming Comprehensive Spending Review, developing proposals for further devolution, pushing innovation and new ways of working and ensuring the region remains ambitious.

This year will see the work of the WMCA really move up a gear and show progress across major projects that we all will see and feel. Our strategic leadership team is now in place and each directorate has developed its plan for how it will play its particular part across the whole breadth of our work. We will continue to do extensive organisational development and improvement work including a review of our support services to improve efficiency and effectiveness.

I hope you find this plan a helpful summary of what we will deliver during 2019/20, and the links it makes to the range of regional policy, strategy and delivery plans that articulate the action we will deliver and support to make further progress towards our vision of a healthier, happier, better connected and more prosperous West Midlands.

Introduction

The purpose of this Annual Plan is to:

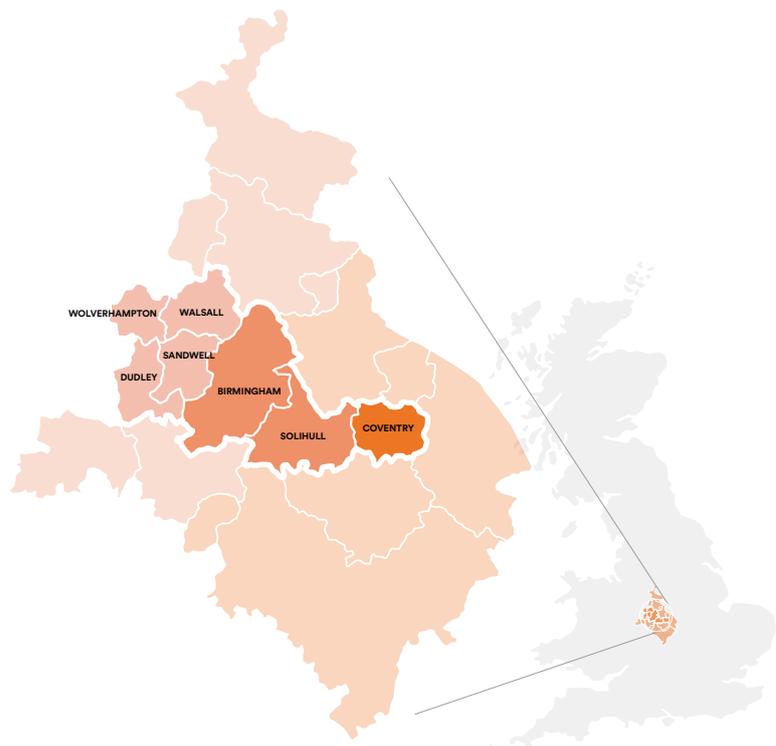
- Set out the WMCA priorities for 2019/20 so that partners and stakeholders are clear on the key areas of focus
- Provide a strategic context for the WMCA as an organisation so that service plans and operational activity are aligned to the overall vision and priorities
- Enable the WMCA to articulate what is being delivered, and be able to oversee and review progress against priorities

About the WMCA

A Combined Authority is a legal body set up using national legislation that enables a group of two or more councils to collaborate and take collective decisions across council boundaries.

The West Midlands Combined Authority (WMCA) was established in 2016 by the seven metropolitan councils in the region (Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton). Beyond those seven constituent member authorities the WMCA has a wider membership of non-constituent local authorities and 3 Local Enterprise Partnerships, and works with a range of other stakeholders and partners.

We are a politically led organisation. The WMCA is led by the Mayor of the West Midlands, Andy Street, the Deputy Mayor (Cllr. Bob Sleigh), and the Leaders of the seven constituent local authorities, which have full voting rights. Non-constituent authorities have reduced voting rights but play a crucial role at board level, helping to inform policy and drive forward the WMCA's agenda. There are also observer organisations who include other councils, LEPs, and bodies awaiting non-constituent membership, as well as non-voting observers, including the West Midlands Police and Crime Commissioner, West Midlands Fire Authority and the Young Combined Authority.



How we work

We have a shared vision of a West Midlands region that is healthier, happier, better connected and more prosperous. That vision can only be realised by working in collaboration and partnership with others. The WMCA was created to build a strong partnership, based on voluntary collaboration, ready to take on key powers devolved from central Government and enable collective decision making at a regional level.

Collaboration is at the heart of how we work, and is reflected in our governance arrangements. The WMCA makes decisions by consensus through its formal Board, and also engages through a number of more informal groups including the Mayor and Portfolio Lead Member liaison meetings and away days, Non-Constituent Authorities Group and active links with the three LEPs on the strategic economic agenda and other issues of shared common interest.

The Mayor appoints a deputy mayor and portfolio lead members who work with him and WMCA directors to lead policy development and programme delivery across the priority portfolios. The portfolio lead members are:

- **Deputy Mayor and Finance Portfolio** - Cllr. Bob Sleight, Solihull Metropolitan Borough Council
- **Transport** - Cllr. Ian Ward, Birmingham City Council
- **Housing & Land** - Cllr. Mike Bird, Walsall Council
- **Productivity & Skills** - Cllr. George Duggins, Coventry City Council
- **Economy & Innovation** - Cllr. Ian Brookfield, City of Wolverhampton Council
- **Environment & Energy, HS2** - Cllr. Ian Courts, Solihull Metropolitan Borough Council
- **Public Service Reform & Social Economy** - Cllr. Yvonne Davies, Sandwell Metropolitan Borough Council
- **Culture & Digital** - Cllr. Patrick Harley, Dudley Metropolitan Borough Council
- **Wellbeing** - Cllr. Izzi Seccombe, Warwickshire County Council
- **Inclusive Communities** - Cllr. Brigid Jones, Birmingham City Council

A number of thematic Boards, led by the portfolio lead member, provide political leadership and engagement on the strategic priorities. These include the Housing and Land Delivery Board, Environment Board, Public Service Reform Board, Well-Being Board, and Transport Delivery Committee. The Investment Board oversees the WMCA Investment Programme – a programme of projects which contribute to the regeneration and economic growth through city centre regeneration, major new transport infrastructure and other major schemes.

Scrutiny, challenge and oversight are provided the Overview & Scrutiny Committee and the Audit, Risk and Assurance Committee. Both committees have important roles in reviewing and scrutinising the Mayor and WMCA's plans, priorities, corporate governance arrangements and financial affairs. The committees will also have a role in overseeing delivery against this plan.

Independent commissions, involving key stakeholders and sector experts, are established to inform major new WMCA policy. For example, the Productivity and Skills Commission which has informed the Regional Skills Plan, which in turn has provided the basis for a Skills Deal with Central Government and further devolution.

Our devolution journey

Since its formation, significant amounts of funding have been devolved from Central Government to the WMCA enabling the policy and fiscal basis for accelerated delivery against the priorities that will realise our overall vision of a West Midlands that is healthier, happier, better connected and more prosperous.

The region has to date successfully negotiated two Devolution Deals, a Housing Deal, and a Skills Deal. We have been selected by the Government to be the first large-scale 5G testbed for the UK. Together these have leveraged approximately £1.7bn of funding that can be deployed regionally rather than nationally. We are pushing for more. In 2019/20 we will be looking to negotiate further devolution focussing on affordable housing and radical prevention.

Our Membership

Constituent Authorities



Non-Constituent Authorities and Member Organisations



Observer Organisations



Partnerships and collaboration

We also have a wide range of partnerships and working relationships with a variety of stakeholders, organisations, agencies and arms-lengths bodies including Chambers of Commerce, Universities, Growth Companies, Midlands Engine, Midlands Connect, Midland Metro Alliance, Energy Capital, Sustainability West Midlands, Homes England, and many other networks and forums.



Partnership working is at the heart of everything we do

Our region: the economic context, challenges and opportunities

The West Midlands is experiencing an economic renaissance, bucking the trend of other areas outside London. Gross value added (GVA), the measure we use to assess the value of goods and services in an area, is growing at the same rate as the UK at 3.6% and is at an eight year high reaching £99bn. This is matched by a record high in the amount of GVA generated per person, at £24,000, which is growing in line with the UK. GVA per hour, the best way to measure productivity, is increasing at 3.1%, significantly above the UK at 2.5%.

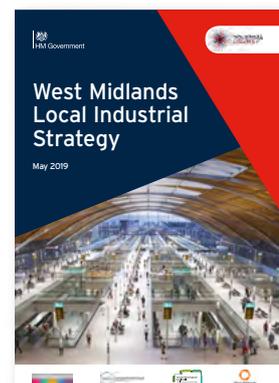
This economic growth is matched by growth in the number of active enterprises at 3.6%, again above the UK at 3.3%. Although a slight reduction in the number of new enterprises, we are still matching the UK at 58 per 1000 people in the region, and the five year survival rates of businesses is still 0.6% above the UK at 43.5%. Those businesses are creating record numbers of jobs with a growth rate of 3.1%, 3 times the England rate.

Looking ahead, many economic fundamentals are expected to stay strong, with growth in other sectors expected beyond manufacturing, including real estate and business, professional and financial services. HS2 will improve productivity, connectivity, skills and job opportunities. Coventry City of Culture in 2021 and the Birmingham Commonwealth Games in 2022 will bring investment in venues, transport, housing, jobs and tourism, as the region's profile on the global stage is boosted. Our Local Industrial Strategy identifies four major national and global strategic opportunities, where the evidence shows that the West Midlands has both existing strengths and the ability to make a major future contribution across all its sectors.

There are many good reasons to be optimistic about the future. Yet our optimism must be tempered by current challenges, and those that we know are ahead. The outcome and impacts of Brexit are still not fully known. Headline productivity is moving in the right direction, but it still lags behind the rest of the UK. As does the proportion of WMCA residents with qualifications and those with a healthy life expectancy. Youth unemployment is still high. Without effective investment in productivity and skills, the region risks losing the ability to attract future investment. And we know there is still a long way to go to meet our inclusive growth ambitions and ensure that people across the region are able to feel the full benefits of sustained economic growth.

Our annual 'State of the Region' review of economic performance provides a snapshot of the current regional position, including strengths and areas where we should focus on improvement. Many of the regional outcome measures listed in this plan are those that are reported on through the State of the Region report.

The Local Industrial Strategy provides an assessment of what makes the region what it is, the strengths that set it up well for the future, and where there are barriers to growth and productivity that need to be addressed.



Our vision, priorities and strategic enablers



New sources of investment



New ways of working



New resources



New technology



New governance, powers and tools to deliver

Inclusive growth is at the heart of our vision. We are deliberately focused on **people** as well as **place**. Put simply, a successful economy enables people to thrive in the places they live and work.

The economic growth we want as a region, therefore, should include all of our citizens, who will both shape and build the economy, and benefit from its success. If we ensure that our economic growth leads to healthy, contented, purposeful, responsible and well-connected citizens, we will ensure the foundations of future and sustained success: skilled, healthy and informed people, looking after each other and the environment where they live and work in.

Economic growth in the West Midlands has to mean more people in decent jobs, with good pay and prospects of progression. It must provide homes that people want and can afford, and are in the right places. And it must connect people to jobs, homes and one another with a transport network and digital infrastructure that is resilient and reliable. The growth also has to be 'clean' by reducing greenhouse gases and air pollution, being resource efficient, and enhancing our natural environment.

Our vision therefore is for a more deliberate and socially purposeful model of growth – measured not only by how fast or aggressive it is, but also by how well it is generated and shared across the whole population and place.

Our strategic priorities

Each of the strategic priorities is aligned with a portfolio overseen by a Portfolio Lead Member who is appointed by the Mayor. Although the plan is structured around those nine priority portfolios there are interactions and interdependencies between them. The successful delivery of each objective will require contributions from them all. By working in partnership across the organisation, and collaboratively across our partners and region, we will develop and deliver the actions to implement this plan, and ensure we break down existing policy silos and do not create new ones.

Strategic Enablers

In addition to activity that takes place directly within portfolios, there are a range of 'strategic enablers' that will help us deliver our priority objectives. Taken together they form a powerful set of tools, resources and approaches that are key to unlocking delivery in all our portfolio areas.

- **New sources of investment** - foreign direct investment into the region, more devolved funding, and the Investment Programme, will enable physical infrastructure and regeneration to support our wider ambitions for inclusive growth.
- **New ways of working** - distributed leadership and system collaboration across the public and private sectors builds shared ambition and enables regional actors to work together in new ways to tackle the economic and social challenges facing the region.
- **New governance, powers and tools to deliver** - the devolution of new policy and fiscal powers from government, remove barriers to progress and catalyse better integration and collaboration across public services.
- **New resources** - the 2019 Spending Review is an opportunity to take a region-wide view of how the allocation of public resource will help us deliver on our shared objectives. New revenue streams, such as the Shared Prosperity Fund, and the further development of a single pot approach have the potential to unlock faster delivery and better outcomes.
- **New technology** - the 5G testbed and innovation will create opportunities to deliver differently and will bring new opportunities and experiences to citizens and businesses in the region.

These strategic enablers will help WMCA work effectively with partners both in the region and in central government to determine how best we can add value and accelerate change on the ground.

“

Although the plan is aligned to priority portfolios there are interactions and interdependencies between them. By working in partnership across the organisation, and collaboratively across our partners and region, we will develop and deliver the actions to implement this plan.

”

Portfolio contributions and interdependencies

Portfolio Contributions	Vision: A West Midlands that is...		
	Healthier	Happier	
Transport	<p>Support the Wellbeing portfolio by delivering infrastructure and information to create a reliable integrated transport system that makes physical activity via active travel the attractive/safe/convenient option for shorter journeys. Help to reduce the impact of transport emissions and noise. making roads safer and reducing KSIs through the Road Safety Action Plan.</p> <p>Support the Environment and Energy portfolio by providing clean and efficient alternatives to single occupancy private car trips into urban centres to help tackle poor air quality and carbon emissions. Improve the customer experience and air quality by pushing for greater investment for cycling and walking.</p>	<p>Support the Public Service Reform and Inclusive Communities portfolios by providing affordable services and policy support tools to those 'hard to reach' and excluded groups who find it difficult to access vital public services and employment, skills and training opportunities.</p> <p>Delivering physical infrastructure improvements to boost connectivity to communities.</p>	
Housing and Land	<p>Support the Environment and Energy portfolio by ensuring the homes we build or invest in contribute to carbon reduction targets and reduce fuel poverty.</p>	<p>Support the Wellbeing portfolio by cultivating age friendly neighbourhoods, reducing fuel poverty households, tackling worklessness through provision of new homes and jobs in key locations.</p> <p>Support the Public Services Reform and Social Economy portfolio by increasing the number of homes meeting secured by design standards.</p> <p>Support the Inclusive Communities portfolio by significantly increasing the proportion of affordable housing and driving new quality and design benchmarks.</p> <p>Support the Public Service Reform and Social Economy portfolio on programmes that tackle homelessness.</p>	

Vision: A West Midlands that is...

	Better Connected	More Prosperous
	<p>Invest in and develop our bus, rail and metro network whilst maintaining safety and security.</p> <p>Supporting inclusive growth through the development of the WM transport strategy and ensuring we are ready for the City of Culture and the Commonwealth Games.</p> <p>Support the Housing & Land portfolio by providing additional transport infrastructure and services to help unlock new housing sites as well as providing improved accessibility for new residents, places and improved town centres and inclusive growth corridors.</p>	<p>Support the Skills and Productivity portfolio by reducing barriers and improving accessibility for people wanting to access employment, skills and training opportunities - supported by targeted physical infrastructure investments to improve services and our targeted subsidies (eg workwise/ apprentice travel, bus services and ring and ride) as well as Future Mobility Zone and 5G Test bed corridors.</p> <p>Support the Economy and Innovation portfolio by ensuring, through the delivery of the HS2 Connectivity package, that West Midlands' residents are able to access three or more strategic centres including Birmingham City Centre, accessible by public transport within 45 mins travel time in the morning peak time - improving accessibility to jobs and employment.</p> <p>Support the Housing and Land portfolio by delivering transport infrastructure schemes that improve accessibility, thereby raising land value and creating opportunities for land use change that supports regeneration.</p>
	<p>Support the Transport portfolio by securing higher density development at major transport nodes and helping to increase the number of non-car journeys/ commuting by public transport.</p>	<p>Support the Skills and Productivity Portfolio by increasing numbers of young people employed in construction, introducing minimum apprenticeship requirements in WMCA enabled developments and supporting improvement in youth unemployment rate through supply chain/ sub-contractor appointments as result of WMCA intervention.</p> <p>Support the Economy and Innovation portfolio through commercial floor space and jobs created as a result of the deployment of Housing and Regeneration resources. Secure additional private sector investment and apprenticeships secured through the deployment of Housing and Land Funding.</p>

Continued overleaf

Portfolio Contributions	Healthier	Happier	
Skills and Productivity	Support the Wellbeing portfolio given that employment has a key role in improving/ maintaining health & well-being. Work with DWP Work and Health Programme to support local people with moderate health conditions to return to the workplace.	Support the Inclusive Communities portfolio through targeted programmes to engage and support specific communities and groups that need additional focus or support.	
Economy and Innovation	Supports the Wellbeing and other portfolios through Local Industrial Strategy including a focus on data-driven health and life sciences – with an ambition to improve clinical care and health outcomes.	Supporting all portfolios through the Local Industrial Strategy which sets out the commitment for a more inclusive economy – including maximising the potential and success of our diverse population.	
Environment, Energy and HS2	<p>Support the Housing and Land portfolio through cost effective energy and carbon efficiency standards for our new buildings, and the retrofitting existing homes. Enhancing access to green and blue space around.</p> <p>Work with the Wellbeing, and Transport portfolios re improvements in air quality, fuel poverty, walking and cycling, access and use of good quality local green and blue space, and creation of range of different ‘clean growth’.</p> <p>Support the Transport portfolio to provide clean and efficient alternatives to single occupancy private car trips into urban centres to help tackle poor air quality and carbon emissions.</p>	<p>Support the Public Service Reform and Social Economy and Inclusive Communities portfolios through a Natural capital investment strategy and programme that will improve quality and access to local green and blue space to benefit local communities and to provide a range of volunteering and ‘social prescribing’ activity.</p> <p>Support Inclusive Communities by ensuring the energy infrastructure of the region supports social inclusion</p>	
Public Service Reform and Social Economy	Support the Wellbeing portfolio through system collaboration and transformation of health and wellbeing services to preventative model.	<p>Support Housing and Land and Inclusive Communities through the work with the Homelessness Taskforce, including Housing First Pilot.</p> <p>Work with Skills and Productivity portfolio through targeted programmes to engage and support specific communities and groups that need additional focus or support.</p>	

	Better Connected	More Prosperous
	<p>Support the Transport portfolio to increase the number of people using public transport – eg integrate the promotion of travel options into all employment support programmes.</p> <p>Support the Housing and Land portfolio by ensuring the region has the necessary workforce to deliver on the region’s ambitious house building programme.</p>	<p>Support people to move into employment and higher skilled jobs so that all communities benefit from the region’s economic growth and businesses can access the skills that they need to grow.</p> <p>Work with the Economy and Innovation portfolio by supporting the delivery of Local Industrial Strategy through targeted skills action plans that enable strong and inclusive business growth.</p> <p>Support the Environment and Energy and Transport portfolios by supporting the delivery of new skills required for electrification of motor vehicles via the Automotive Skills Plan.</p>
	<p>Support all portfolios – particularly Transport and Culture and Digital through the Local Industrial Strategy which includes a focus on the future of mobility – and the need to seize on the opportunities of 5G, Future Mobility Zone, HS2 and the Commonwealth Games to create a more connected region.</p>	<p>Support the Skills and Productivity portfolio through the Local Industrial Strategy to inform skills action plans that enable strong and inclusive business growth.</p>
	<p>Work with the Transport portfolio on a low emissions strategy and action plan to help accelerate local action on areas such as monitoring, electric charging points etc.</p>	<p>Support the Economy and Innovation portfolio through the clean growth focus of the Local Industrial Strategy supported through delivery of natural capital, air quality, and clean growth business challenges action plans.</p> <p>Support the Skills and Productivity portfolio through the delivery of new skills required for electrification of motor vehicles via the Automotive Skills Plan.</p>
	<p>Support the Transport portfolio by informing transport policy (routes, pricing) that encourages integration.</p> <p>Support the Inclusive Communities portfolio by shaping a region that can deliver more inclusive growth, address youth justice and vulnerability, homelessness and complex needs, as well as transform the region with a digital public services programme enhanced by 5G.</p>	<p>Support the Economy and Innovation portfolio through the Social Economy Taskforce and interventions including a social value policy and creation of regional social finance mechanisms to help grow social economy organisations in key industry sectors.</p>

Portfolio Contributions	Healthier	Happier	
Culture and Digital	Support the Wellbeing portfolio through developing and delivering innovative new health funding mechanisms by building on our 5G test bed status.	Support the Inclusive Communities portfolio by ensuring a cultural offer in the West Midlands that is open to everyone, both to participate and create.	
Wellbeing	Adopting a positive, preventative and proactive approach to citizen wellbeing by promoting physical activity and addressing childhood obesity and mental health issues.	Supporting the Public Service Reform and Inclusive Communities portfolios through public service collaboration to ensure infrastructure and development is more inclusive.	
Inclusive Communities	Support the Public Service Reform and Social Economy portfolio on programmes that tackle homelessness and vulnerable young people.	Work with the Public Service Reform and Social Economy portfolio to increase citizen participation to give more people a chance to be part of social, civic and economic life in the region.	



	Better Connected	More Prosperous
	5G will enable a step change in internet connectivity for West Midlands residents and businesses.	The Local Industrial Strategy includes the strategic opportunity to invest and further grow the Creative Content, Technical and Technologies sector as part of the region's continued economic renaissance and growth.
		Programmes to help people into work such as Thrive into Work, support delivery of the DWP Work & Health Programme in the WMCA area. Support the Housing and Land portfolio by programmes to help people into work which help increase affordability and demand for housing.
	Connect communities to policy through the establishment of a Young Combined Authority. Work with the Transport portfolio to ensure the development of travel support packages for low income groups.	Promote the business case for diversity and inclusion through the Inclusive Leadership Pledge. Work with the Skills and Productivity portfolio to ensure provision that supports unemployed young people into work.

“

Inclusive growth is at the heart of our vision. We are deliberately focused on people as well as place.

”



Transport for
West Midlands

Transport

Transport for West Midlands (TfWM), the transport arm of the WMCA, works with all parts of the combined authority and alongside the seven metropolitan councils to ensure the region benefits from an effective transport system that meets the economic and environmental needs of the West Midlands.



Portfolio Lead Member
Cllr. Ian Ward, Leader of Birmingham
City Council



Managing Director of TfWM
Laura Shoaf

Transport for West Midlands (TfWM), the transport arm of the WMCA, works with all parts of the combined authority and alongside the seven metropolitan councils to ensure the region benefits from an effective transport system that meets the economic and environmental needs of the West Midlands.

More information and details about our strategic vision for transport can be found in the West Midlands transport plan, Movement for Growth.

Summary of activity in 2019/20

To make progress towards our overall aim and ambition the following projects and work streams will be delivered.



Improving the customer experience

- Enhance the Swift offer in the region with a fares and payment strategy - enabling the diversification of Swift, Mobility as a Service (MaaS), contactless payments and best value fare capping.
- Develop an Integrated Customer Contact Centre – providing a single point of contact for people accessing the products available.
- Deliver a single view of our network to help improve travel disruption information during planned events, unplanned disruption and other infrastructure works.
- Develop and deliver a Bus Station and Interchange Redevelopment Programme commencing with Walsall St Pauls and Coventry Pool Meadow.
- Continue work with our rail industry partners in the West Midlands Stations Alliance to enhance local stations in partnership with local communities.
- Continue the incremental roll out of our regional transport branding as part of an Integrated Transport System for our region.
- Deliver a new customer travel centre at New Street Station in partnership with Network Rail, bus and Metro partners.



A common approach to walking and cycling

- Continue pushing for greater investment for cycling and walking, explored through opportunities through devolved funding and priority investment corridor programmes.
- Allowing for the continued delivery of the region's Cycle Charter Action Plan through the Local Cycling and Walking Infrastructure Plan.
- We will also introduce the transformational 'Next Bike' bike share scheme.



Ensuring safety and security on the network

- Through our Safer Travel Partnership continue to deliver the 30 deliverables within the Local Transport Policing Plan to manage anti-social behaviour and safety issues across the public transport network.
- Conclude the bus bye law consultation and deliver on the actions identified.
- Set up the Strategic Road Safety Partnership and develop the delivery plan in partnership with local authorities, West Midlands Police and West Midlands Fire Service.



Help improve air quality

- Work with bus operators to increase the speed and roll out of Euro VI vehicles to improve the region's bus fleet and deliver cleaner and greener vehicles which meet the Clean Air Zone and other air quality requirements.
- Deliver the region's first high frequency zero emission bus routes to improve air quality.
- Deliver and further develop Electric Vehicle and alternative fuels programme.
- Review and update the Low emission Bus Delivery Plan to reflect the target of all Euro VI fleet by April 2021.



Support Bus as the backbone of the West Midlands public transport network

- Refresh the West Midlands Bus Alliance deliverables to support wider WMCA strategic objectives and the Vision for Bus.
- Effectively manage the bus network and associated infrastructure to support the delivery aspirations of the Vision for Bus and wider programmes such as HS2, the Commonwealth Games and Coventry's City of Culture.
- Roll out the Sprint delivery programme for two routes – including developing the detailed programme and operating model for routes as part of our HS2 Connectivity Package:
 - A34 Walsall to Birmingham via Sandwell
 - A45 Birmingham to Birmingham International Airport and Solihull
- The first phase on the Sutton Coldfield to Birmingham via Langley Sprint route will also be developed to provide bus priority for existing services.



Deliver the best rail services

- TfWM will continue to be a full and active member of the West Midlands Rail Executive partnership of local authorities, maximising benefit from our increased role in the management of local rail services, and to ensure that West Midlands Trains delivers its franchise obligations for 2019/20.
- Develop an implementation and development plan for the West Midlands Rail Investment Strategy, including the ongoing preparation for the delivery of West Midlands Rail Programme. The programme includes:
 - Developing new station business cases and planning applications for stations at Willenhall, Darlaston, Moseley, Hazelwell and Kings Heath and agreeing all service requirements to serve the new stations;
 - Delivering improvements to gateway stations including University, Perry Barr and Snow Hill;

- Continue to work with Midlands Connect to develop the Midlands Rail Hub.
- Influence and input into the Department for Transport's Rail Review.



Continue to invest in Metro

- Working with the Midland Metro Alliance and local authorities, we will begin operation of the Centenary Square services and continue with the construction of the Wolverhampton City Centre and Edgbaston/Five Ways extensions.
- Progress delivery of the Wednesbury-Brierley Hill extension. Key activity will include securing the supplementary compulsory purchase powers and transfer of the South Staffordshire railway corridor to enable commencement of the major structures and enabling utilities works.
- Secure final powers and funding for the Birmingham Eastside scheme and commence enabling works and land acquisition.
- Progress development of the East Birmingham to Solihull extension and following public consultation and securing of funding "in principle", submit a Transport & Works Act application for powers in 2020.
- Continue the ongoing programme of retrofitting traction batteries to the Urbos 3 trams.
- Progress with procurement of the 3rd Generation Trams in line with the Metro Investment Programme requirements.
- Working in partnership with Midland Metro Limited to ensure all reasonable steps are taken to ensure the safe, efficient and financially robust provision of the Metro service.
- Support Midland Metro Limited in managing the delivery of infrastructure renewal and replacement projects on Line One to secure the existing service.



Invest and develop our Key Route Network

- We will continue to manage congestion and mitigate the impact of the wider regional transport investment programmes to keep the West Midlands moving building on our published Congestion Management Plan.
- Deliver a Regional Transport Coordination Centre (RTCC) in close collaboration with Local Highway Authorities and public transport operators.
- Develop a communications and engagement strategy around disruption including planned and unplanned works with partners.
- Complete a Memorandum of Understanding with HS2 in relation to managing collaboratively the required works that will disrupt the transport system.



Develop the future West Midlands Transport Strategy

- Begin work to update refresh the WMCA's Transport Strategy, "Movement for Growth" with a view to exploring the opportunities for our transport networks beyond 2026.
- Support the development of 'Inclusive Growth Corridors' including Walsall to Wolverhampton and Sandwell to Dudley, to maximise the impact of investment funding.
- Deliver and further develop the Midlands Future Mobility initiative and Future Mobility Zone, including Local Authority business cases and demonstrators.
- Ensure local transport connectivity is embedded into the design and delivery of the HS2 stations at Curzon Street and Interchange Station.
- Publish a new approach to Park & Ride in the region to enable it to maximise its role in supporting access to the wider transport network.
- Deliver on Park and Ride expansions including Bradley Lane, Longbridge and Tipton and continue to develop expansions at Sandwell & Dudley, Tame Bridge Parkway, Dudley Port,

Whitlocks End and Tile Hill.

- Implement a 'Save a Space' pilot to cover up to 500 charged for spaces by the end of 2019/20 financial year.
- Actively explore powers and opportunities associated with the Bus Services Act 2017 to deliver the Vision for Bus.



Support Inclusive Growth

- Provide a package of travel advice for businesses, educational and communities; targeting interventions where delivery of the transport infrastructure impacts are the greatest.
- Initiate new partnerships to develop travel support packages for low income groups such as unemployed people, young people, apprentices and trainees.
- Deliver Enhancements to the National Concessionary Travel Scheme including the addition of a Women's Concessionary Travel Pass (women affected by pension changes brought about by the 2011 Pension Act).
- Trial new Demand Responsive Transport (DRT) initiatives and continue with on-going improvements to the Ring and Ride scheme.



Ensure readiness for City of Culture and Commonwealth Games (CWG)

- Develop, consult and begin the implementation of a Games Transport Plan.
- Develop and adopt a first iteration of a Games Routes in partnership with Local Authorities and other games partners.
- Work with local authorities and wider stakeholders to explore temporary Park and Ride facilities for CWG.
- Specify and set out the procurement strategy for transport services to support the games client groups. (Games Family, Spectators and everyday users).



Performance Monitoring: TfWM Delivery in 2019/20

The following performance measures will help us demonstrate TfWM activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Begin co-development of the Future Mobility Zone with partners	Spring 2019
Launch phase 1 of the Vision for Bus delivery plan including air quality targets for buses, a bus infrastructure investment plan, and Bus Vision Delivery Plan	June/July 2019
Deliver further enhancements to the National Concessionary Travel Scheme	June 2019
Improve bus stations and interchanges at Walsall and Coventry, and develop plans for the new Dudley bus and Metro interchange	Ongoing through 2019/20
Continue Delivery of the Edgbaston / Five Ways Metro extension	Commence main construction works June 2019
Enhancing Swift – delivered through a new fares and payment strategy	Summer 2019
Continue delivery of the Wolverhampton City Centre Metro extension	Completion of civil engineering works - Bilston Street to Station Drive
Deliver a WM Metro asset management system and asset renewal programme.	Ongoing through 2019/20
Deliver a series of Park and Ride expansions including Longbridge	Ongoing through 2019/20
Publish a Commonwealth Games (CWG) Transport Plan for consultation	Autumn 2019
Complete with partners a procurement strategy and delivery plan for transport operations for the CWG	Autumn 2019

Continued overleaf

Order up to 25 3rd Generation Trams to operate on the extended Metro network	Autumn 2019
Commence work on the Birmingham Eastside and Wednesbury Brierley Hill Metro extensions	Autumn 2019
Open a new travel centre and customer information point at New Street Station	Autumn 2019
Conclude a Park and ride development framework and implementation plan	Autumn 2019
Secure business case and planning approvals for schemes within the West Midlands Rail Programme including New Stations Packages	Autumn/Winter 2019
Deliver Snow Hill Third Access	Winter 2019
Deliver the first phase of the Regional Transport Coordination Centre (RTCC)	December 2019
Identify a first iteration of the CWG routes that will improve journey time reliability for the CWG and everyday users.	December 2019
Commence passenger services on the Centenary Square Metro extension	December 2019
Commence the Sprint-Bus Rapid Transit delivery programme for new routes and agree the operating model	January 2020
Set up the Strategic Road Safety Partnership and produce the delivery plan	Spring 2020

What we are trying to have an impact on

Our activity, support and influence will enable and contribute to various long term or 'whole system' outcomes within which TfWM activity plays some part:

Regional Outcome Indicators
An increase in the % of residents able to access 3 or more strategic centres including Birmingham City Centre, accessible by public transport within 45 mins travel time in the am peak
Improved journey time reliability
Mode Share of all journeys by car, public transport, cycling & walking
A reduction in the percentage of car journeys single occupancy
An increase in cycling journeys
Improved network performance (punctuality and reliability)
Improved safety and security on the network
Reduction in the number of killed and seriously injured (KSI's) on the road network

Links to policy, plans and strategies

Plan/Strategy	Description
Movement for Growth - West Midlands Strategic Transport Plan	The Movement for Growth Strategic Plan provides a high level policy framework and overall long term approach for improving the transport system serving the West Midlands. It is supported by a Delivery Plan that sets out what transport initiatives and schemes the WMCA will deliver by 2026.
2026 Delivery Plan for Transport	To support the delivery of Movement for Growth, the WMCA approved the 2026 Delivery Plan for Transport in September 2017. The plan comprises of the delivery plan and two supporting sets of documents: <ul style="list-style-type: none"> • 16 Corridor Strategies • Four Dashboards of Schemes
Congestion Management Plan	The Congestion Management Plan identifies the causes and issues of congestion and how we will deliver the step change that we need to improve capacity, improve efficiency and manage demand. WMCA will take a holistic approach and work with a variety of organisations to manage congestion, air quality and road safety.
Strategic Vision for Bus	A strategic Vision for Bus in the West Midlands has been adopted to develop a clear vision of what the region requires from its bus network. The vision sets out nine bold objectives for improving bus travel in the region, exploring new powers under the Bus Services Act 2017 and developing a supporting delivery plan to ensure the objectives can and will be achieved.
WM Rail Investment Strategy	The Rail Investment Strategy, led by West Midlands Rail Executive (WMRE) (on behalf of TfWM), outlines a 30 year strategy for short, medium and long term ambitious plans to provide improved rail services and stations across the region.

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
Transport Delivery Committee	Access agendas, reports and information about membership here .

Delivery and operational partners: Midland Metro Alliance, Midland Metro Limited

Partnerships: West Midlands Rail Executive, West Midlands Station Alliance, Bus Alliance, Midlands Connect, Safer Travel Partnership, Road Safety Partnership, Regional Strategic Resilience Partnership

Other stakeholders and partners: HM Government, Local Authorities, HS2, West Midlands Police, West Midlands Fire Service, Highways England, Network Rail, Birmingham 2022





Housing & Land

To enable the delivery of 215,000 new homes by 2031, significantly increasing the proportion of affordable housing and driving new quality and design benchmarks.



Portfolio Lead Member
Cllr Mike Bird,
Leader of Walsall Council



Lead WMCA Officer
Gareth Bradford,
Director of Housing &
Regeneration



We are developing the UK's most successful, innovative and delivery focused housing and regeneration programme, combining the very best of the public and private sectors to drive inclusive growth in all parts of the region. Delivery runs through everything we do. The WMCA Housing and Regeneration Team are at the forefront of implementing WMCA's inclusive growth mission, and demonstrating the links between housing, skills, transport, health and economic growth. A whole team approach that combines working with local councils, LEPs, Whitehall and the private sector sits front and centre of the approach.

The role of the WMCA is centred on four key delivery-focused areas

- Setting a strategic investment and delivery strategy to unlock housing and employment delivery on brownfield sites in the pursuit of inclusive growth
- Attracting new, and deploying existing, public and private investment and expertise to support delivery of inclusive growth
- Building new and strengthening existing partnerships and relationships with investors, government and other public sector organisations
- Direct intervention and deal-making

Overall aim and ambition

To enable the delivery of 215,000 new homes by 2031, significantly increasing the proportion of affordable housing and driving new quality and design benchmarks.

Summary of activity in 2019/20

To make progress towards our overall aim and ambition, the following projects and activity will be delivered during 2019/20:



Setting a strategic investment and delivery strategy for housing and land

- Publish a regional spatial investment and delivery plan (SIDP)
- Launch the single commissioning framework, consistent process and funding portal for all devolved housing and land funds
- Deploy devolved housing and land funds and WMCA resource to secure a step change in the quality, quantum and pace of housing and employment delivery
- Through leadership of the One Public Estate Programme, progress development of an integrated approach to public land disposals strategy and pipeline
- Support the delivery of nationally significant projects and programmes



Delivering a pipeline of land for development and investment, unlocking and accelerating delivery on challenging brownfield sites

- Unlock stalled and complex housing and commercial sites through a range of intervention measures.
- Develop a regional pipeline of housing and commercial/employment sites.
- Develop attractive investment proposals which can be put to the market.
- Create a comprehensive pipeline of brownfield housing and employment opportunities on key transport corridors and in town centres.



Increasing the supply of the right homes in the right places for region

- Continue to work with councils and other partners to increase the supply of new homes, making clear progress towards the target of 16,500 new homes per annum (from 12,000 in 2017).
- Continue to work with councils and other partners to increase the supply of affordable and social housing in the region, making clear progress towards the ambition of tripling the supply from 2,000 homes to 6,000.
- Submit an ambitious regional affordable and social housing proposal to government.
- Secure bespoke new supply agreements with housing associations, large and small, existing and new to the region.



Transforming the quality of development

- Secure a nationally leading advanced methods of construction programme including a new Advanced Methods of Construction (AMC) strategy and route map.
- Support the take up of AMC in new development proposals but particularly on all sites where WMCA has an interest eg through landownership or funding.
- Improve standards of design through the development and implementation of a new regional design charter.



Brokering new funding and investment for development, infrastructure and land

- Establish new loan funds, where required, for housing and commercial development.
- Submit a revised bid to the national Housing Infrastructure Fund.
- Secure new partnerships with developers and investors, supported by the new regional commercial property forum.
- Launch the West Midlands Investment Prospectus at MIPIM Cannes (March 2019) and maintain/promote it following that.



Accelerating place-making and regeneration in town centres and beyond

- Jointly develop with local councils and implement delivery and investment plans for five pilot town centres.
- Launch a second wave of town centre projects.
- Support bids from the region to the government's Town Centre Fund.
- Jointly create with local councils corridor investment plans for Walsall to Wolverhampton and Wednesbury to Brierley Hill as the first pilots of a wider inclusive growth corridors programme.

Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Publication of a regional spatial investment and delivery plan (SIDP)	By end of June 2019
Development of five Town centre delivery and investment packages	By end of September 2019
Launch A Regional Design Charter	By Autumn 2019
Publish a summary version of the single commissioning framework for housing and land investments	By end of September 2019
Work with local councils to ensure local plans across the region are reviewed and/or updated (as necessary) to enable the delivery of 215,000 homes by 2031	Continual process

What we are trying to have an impact on

Our activity, support and influence will enable and contribute to various long term or 'whole system' outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
Progress towards the target of 16,500 new homes built per annum by 2031
Progress towards an increase in additional affordable homes per annum
Proportion of new housing provided on brownfield land
An increase in the number of new homes built with modular techniques



Links to policy, plans and strategies

Plan/Strategy	Description
Land Commission Report: February 2017	The West Midlands Land Commission was set up in Spring 2016 to take a fresh look at West Midlands land supply and to consider what measures could be initiated and undertaken to ensure an improved supply of developable land from both a strategic and a regional perspective.
Land Delivery Action Plan: September 2017	The Action Plan is a response to the Land Commission Report findings. It represents a statement of intent for the West Midlands and a road map for collaborative working at scale. It crucially provided a springboard for securing a Housing Deal with government and a significant share of the government's Housing Infrastructure Fund for the region.
Housing Deal: March 2018	The Deal is based on WMCA's commitment to building 215,000 new homes in the region by 2031. Announced in March 2018 it confirmed a successful bid for funding from the Housing Infrastructure Fund (HIF) and the securing of £100m for a Land Fund to decontaminate brownfield sites in the region.

Relevant WMCA boards, other delivery governance and partners

Housing and Land Delivery Board	Access agendas, reports and information about membership here .
WMCA Board	Access agendas, reports and information about membership here .
Investment Board	Access agendas, reports and information about membership here .

Partners and stakeholders we work with include: Local Enterprise Partnerships, Local Authorities, Ministry of Housing, Communities and Local Government (MHCLG), Homes England, National Housing Federation, British Property Forum, Home Builders Federation, Public Health England, West Midlands One Public Estate, West Midlands Housing Association Partnership, Registered Providers, Developers, and Investors





Productivity & Skills

To see more people move into employment and higher skilled jobs so that all communities benefit from the region's economic growth and businesses can access the skills that they need to grow.



Portfolio Lead Member
Cllr George Duggins,
Leader of Coventry City
Council



Lead WMCA Officer
Julie Nugent,
Director of Productivity
& Skills

We are committed to ensuring that every resident has the opportunity to reach their potential and that business growth is accelerated through access to a skilled workforce. We will focus on improving skill levels, tackling poor connectivity and increasing employment opportunities. We will help more people access high quality training and employment opportunities, increase skills levels in priority growth sectors and create a responsive regional skills system that provides people with the skills to sustain good jobs and careers.

Overall aim and ambition

We want to see more people move into employment and higher skilled jobs so that all communities benefit from the region's economic growth and businesses can access the skills that they need to grow.

Summary of activity in 2019/20

To make progress towards our ambition the following projects and work streams will be delivered:



Prepare our young people for future life and work

- Develop a regional approach to improve the focus and impact of careers education for young people.
- Trial a digital platform for work experience
- Publish a menu of mentoring services for young people.
- Engage 3,000 young people in the Mayor's Mentors programme.



Accelerate the take up of good quality apprenticeships across the region

- Increase in good quality apprenticeship starts across the West Midlands, particularly in STEM and priority sectors.
- £10m levy funding committed to West Midlands apprenticeship fund.



Create regional networks of specialist technical education and training

- Develop an investment plan for technical education in the West Midlands.
- Agree a regional approach to employer engagement and the sourcing of good work experience placements.
- More higher level skills (L3) delivered through the Adult Education Budget (AEB):
 - Construction
 - Digital
 - Automotive
 - Professional services
- 745 people trained through the Construction Gateway with 373 moving into work.
- Develop and deliver a West Midlands Digital Skills Plan.
- Establish the West Midlands Digital training offer for employers and individuals.



Support inclusive growth by giving more people the skills to get and sustain good jobs and careers

- Support 600 16-24 year old unemployed young people to be engaged and supported through progression coaches.
- Establish a framework for high quality employment support, building on best practice across the region, to include recommendations for national funding bodies to co-design and commission regional support in future.
- Through the Connecting Communities Employment Support Pilot support people moving into work.



Adult Education Budget (AEB)

- Develop a new approach to commissioning and delivering provision funded through the Adult Education Budget to include a shift in higher level skills delivered in priority sectors, pre-apprenticeships and targeted training to improve employment and careers prospects for unemployed and low skilled adults.
- Promote the concept of a skills ecosystem for the region which recognises the interdependence of schools, FE, HE, adult and community learning and private and voluntary training providers and facilitates stronger collaboration, with employers, to address regional skills needs.



Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Mayor's Mentors – number of people being mentored	3,000
Number of people trained through construction and digital retraining funds	745
Number of people into construction and digital jobs following WMCA training	373
Apprenticeship Levy funding committed to levy pool	£10m
Number of young people engaged through progression coaches	600
People engaged and supported through Connecting Communities	2,000

What we are trying to have an impact on

Our activity, support and influence will enable and contribute to various long term or 'whole system' outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
A reduction in youth unemployment
A reduction in unemployment and economic inactivity
A reduction in % of population with no qualifications
An increase in % of population with level 3+ qualifications
An increase in apprenticeship starts



Links to policy, plans and strategies

Plan/Strategy	Description
Regional Skills Plan	A high performing labour market has a crucial role to play in enabling local people, businesses and the wider West Midlands economy to flourish and thrive. The Strategic Economic Plan sets out the long-term ambition for the region. The Regional Skills Plan details how the WMCA, working with key partners, will prioritise actions to deliver on that ambition. The plan is designed to ensure that economic growth is underpinned by a strong regional skills base, where more people from our diverse communities are given the access to skills and opportunities that they need to succeed.
Skills Deal	This is the first Skills Deal to be agreed with government and reflects over £100m of investment to support skills in the West Midlands. The Deal is based on cross-departmental support for our Regional Skills Plan – with the Department for Education (DfE), Department for Work and Pensions (DWP) and the Department for Culture, Media and Sport (DCMS) all pledging their support. The Deal is part of a new and ongoing relationship with government – to deliver more for the businesses and residents of the West Midlands.
Local Industrial Strategy	The Strategy sets out the strategic priorities and opportunities for driving growth and productivity improvements. It identifies four major national and global strategic opportunities where the region has the existing and emerging strengths and supply chains needed to make a major contribution to the new markets being created by global trends.

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
------------	---

Partners and stakeholders we work with include: Local Authorities, Businesses, Universities, Colleges, and training providers, Central Government



Economy & Innovation

To create the conditions to support inclusive economic growth that help sustain the economic renaissance of the region and make the West Midlands the best place to grow up, live and work.



Portfolio Lead Member

Cllr Ian Brookfield,
Leader of City of
Wolverhampton Council



Lead WMCA Officer

Julia Goldsworthy,
Director of Strategy

We are committed to sustaining the economic renaissance of the region, building a cleaner, more resilient and more inclusive economy, transforming the economic environment, and increasing the productivity of our businesses. We believe every resident should have the opportunity to contribute to and benefit from inclusive economic growth.

As a Local Industrial Strategy trailblazer, we have identified four major national and global economic opportunities, where the evidence shows that the West Midlands has both existing strengths and the ability to make a major future contribution across all its sectors. We have developed a clear assessment of what makes the region what it is, the strengths that set it up well for the future, and where barriers to growth and productivity need to be addressed.

The strategy then sets out the actions (locally-led and in partnership with government) that we are going to take. These include maximising the impact of key investments from HS2, to the Birmingham 2022 Commonwealth Games and 2021 Coventry City of Culture which will provide major opportunities for local firms and communities, a showcase of the region to investors and visitors and a lasting legacy for people living in the West Midlands.

Overall aim and ambition

Our overarching strategic objectives are to:

- Create conditions to support clean and inclusive economic growth that help make the West Midlands the best place to grow up, live and work.
- Embed innovation in the wider economy and in public services in the region, supported by the activities of the WMCA.
- Provide a “best in class” economic research, intelligence and data function, working with partners through the Office for Data Analytics (ODA).
- Deliver effectively with partners - building strong collaborative relationships across the public, private and third sectors.

Summary of activity in 2019/20

To make progress towards these ambitions the following projects and work streams will be delivered during 2019/20:

Creating the conditions to support inclusive economic growth

- Publish a West Midlands Local Industrial Strategy (WMLIS).
- Identify key strategic priority projects and programmes with LEPs to support LIS delivery
- Develop new WMLIS delivery infrastructure to support pursuits of the four major market opportunities.
- Review and influence funding frameworks to support LIS delivery (including consultation on post Local Growth and Shared Prosperity funds).
- Support the regional preparations for Brexit, through deployment of pooled Brexit Contingency funding, support to the Birmingham Brexit Commission and the WMCA Brexit Economic Contingency Group.
- Develop a strategic approach to the creative economy, including a dedicated “scale up” programme to help creative businesses to grow.
- Equip the WMCA with the tools to deliver programmes with impact (evidence led policy and performance, economic intelligence, performance reporting, the annual State of The Region economic report, the Office for Data Analytics, programme and risk management, policy research and evaluation).

Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Launch Local Industrial Strategy (LIS)	June 2019 and ongoing
Identify key strategic projects and programmes for LIS delivery	June-November 2019
Establish new LIS delivery infrastructure	July 2019 onwards
Develop proposals for West Midlands Innovation Programme	June 2019
Inform development of funding framework resource to support shared strategic economic objectives	March 2020
Deploy Brexit Contingency Pooled fund	Oct 2019
Develop programme of economic intelligence reporting	June 2019, then ongoing
Deliver Creative scale up pilot	June 2019, then ongoing

What we are trying to have an impact on

Our activity, support and influence will enable and contribute to various long term or 'whole system' outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
An increase in Gross Value Added (GVA) and Inclusive Growth metrics
An increase in labour productivity
An increase in wage levels
An increase in work participation and progression
A clear understanding of business perceptions
An increase in business survival rates
An increase in workforce jobs

Links to policy, plans and strategies

Plan/Strategy	Description
Local Industrial Strategy	The Strategy sets out the strategic priorities and opportunities for driving growth and productivity improvements. It identifies four major national and global strategic opportunities where the region has the existing and emerging strengths and supply chains needed to make a major contribution to the new markets being created by global trends.
Strategic Economic Plan	The West Midlands Strategic Economic Plan (SEP) sets out the vision, objectives and actions to improve the quality of life for everyone who lives and works in the West Midlands.
Inclusive Growth Decision-Making Tool	This tool can be used to evaluate the contribution of projects to inclusive growth in the West Midlands. The Decision-Making Tool is designed to assess if a project is likely to make a positive contribution to inclusive growth.
West Midlands State of the Region	An annual review of economic performance across the region. Report, written on behalf of the WMCA and its partners, is a stocktake of where the region stands, it's a snapshot on where we're doing well and where we need to work together to improve the economic performance of the region.

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
------------	---

Partners and stakeholders we work with include: Strategic Economic Development Board, Local Enterprise Partnerships, Local Authorities, Birmingham Brexit Commission, and West Midlands Growth Company



Environment, Energy & HS2

To make a significant positive impact on our environment and deliver clean growth that improves the quality of life for everyone in the region.



Portfolio Lead Member

Clr Ian Courts,
Leader of Solihull
Metropolitan
Borough Council



Lead WMCA Officer (Environment)

Dr. Henry Kippin,
Director of Public
Service Reform



Lead TfWM Officer (HS2)

Laura Shoaf,
Managing Director of
TfWM



Lead WMCA Officer (Energy)

Julia Goldsworthy,
Director of Strategy

We are committed to the delivery of clean, inclusive and resilient growth as part of overall WMCA vision to improve the overall quality of life for everyone. We will do this through a long-term and integrated approach of delivering jobs, homes, and transport that will also improve our environment and communities. We will target air pollution and sustainability, ensuring a focus on clean air, energy and resource efficiency. We will improve competitiveness and stimulate new technology and business.

Overall aim and ambition

To make a significant positive impact on our environment and deliver clean growth that improves the quality of life for everyone in the region.

Summary of activity in 2019/20

To make progress towards the aim and ambition the following projects and work streams will be delivered:

Environment

- Continue to deliver the cross-party Environment Board work plan to improve how environment is integrated across WMCA strategy, programmes and operations to meet WMCA improvement targets, including development and funding standards. This will be published in the form of a strategy and action plan to help communicate and monitor existing progress.
- Support the development of a regional carbon reduction target to reflect the Paris agreement, UK Climate Change Committee advice, and ambitions set out in our Local Industrial Strategy; and support cross-authority and sector collaboration to develop a delivery plan.
- Develop a low emission strategy and action plan – working with local authorities, TfWM and partners to coordinate good practice and support for local action to tackle air quality and impact on health while also reducing greenhouse gasses.
- Build and deliver on priorities within UK's first clean growth Local Industrial Strategy to support clean growth businesses eg improved coordination of existing support, competition for new low carbon products to address local demand, identifying opportunities from the 'circular economy'.

- Focus on greenspaces and waterways – by developing a natural environment infrastructure investment plan to help coordinate and attract investment to improve a network of local green and blue spaces.
- Carry out a review of existing good practice within WMCA area and partners that could be scaled up eg good practice in procurement, waste and planning policies

Energy

- Ensure the energy infrastructure of the region supports a competitive industrial base, clean growth and social inclusion.
- Institutionalise Energy Capital within the CA as the delivery body for the Regional Energy Strategy and secure resources to deliver.
- Support further development with partners of implementation of new Regional Energy Strategy by Energy Capital.

HS2

- Work with partners to continue advocating for HS2 as a fundamental building block on which the region's economic growth, transport and sustainable/inclusive/green growth strategies are based.
- Work with partners and the HS2 Growth Delivery Board to ensure the scheme is delivered in conjunction with wider strategic regeneration schemes such as UK Central and the Curzon masterplan.
- Challenge and support partners and stakeholders to ensure the region mitigates against adverse impacts of the building of the scheme and ensure the overall delivery of the growth strategy benefits the whole region.

Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Publish a WMCA environment action plan (including carbon reduction targets and a pipeline of potential investments to support clean growth) and internal environmental improvement plan	Autumn 2019
Regional review of air quality, Action Plan and Delivery Unit launched – including regional approach to electric vehicle charging	September 2019
Launch of Natural Capital Investment Strategy and Delivery Programme – including key local site for funding and ‘greening’ existing and planned TfWM and partners infrastructure	October 2019
Set out new green business growth targets as part of the Local Industrial Strategy implementation	November 2019
Clean growth challenge	Autumn 2019
Progress discussions with central government about Energy and Power devolution	March 2020

What we are trying to have an impact on

Our activity, support and influence will enable and contribute to various long term or ‘whole system’ outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
Improvement in annual national CA sustainability index 2019 report
Clean growth through carbon reduction and increase in productivity (including growth of green businesses)
Improvement in Air quality and impact on health
Resource efficiency: waste, water, energy (including fuel poverty)
Natural capital: quality of green and blue space in terms of economic, social and environmental benefits

Links to policy, plans and strategies

Plan/Strategy	Description
Local Industrial Strategy	The Strategy sets out the strategic priorities and opportunities for driving growth and productivity improvements. It identifies four major national and global strategic opportunities where the region has the existing and emerging strengths and supply chains needed to make a major contribution to the new markets being created by global trends.
Strategic Economic Plan	The West Midlands Strategic Economic Plan (SEP) sets out the vision, objectives and actions to improve the quality of life for everyone who lives and works in the West Midlands.
Regional Energy Strategy	The Strategy sets out a vision for energy across the region by 2030 which includes: <ul style="list-style-type: none"> • reducing energy costs for our strategic industrial sectors to at least match those of our international competitors; • reducing the incidence of fuel poverty across our region by hitting current government targets for energy efficient housing five years ahead of schedule; • delivering the West Midlands' share of national and global carbon budgets by reducing regional carbon emissions; • creating a regional energy infrastructure that adds £1bn to GVA by 2025 by putting the region at the leading edge of the global energy and transport systems transition.

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
Environment Board	Access agendas, reports and information about membership here .

Partners and stakeholders we work with include: Local Authorities, Energy Capital, Sustainability West Midlands, HS2 Growth Delivery Board



Public Service Reform & Social Economy

To deliver on the promise of more inclusive growth, with the confidence to more deliberately shape investment, infrastructure and services around social as well as economic goals.



Portfolio Lead Member

Cllr Yvonne Davies, Leader of Sandwell Metropolitan Borough Council



Lead WMCA Officer

Dr. Henry Kippin, Director of Public Service Reform

We are committed to creating a region that is confident about its public services, and which does more collaborative work across services, sectors and silos to innovate and drive better outcomes for citizens. We want a region in which citizens and communities have a real voice, and are able to influence the role, policy and behaviour of its Mayor, combined authority and public services.

Overall aim and ambition

We want the West Midlands to deliver on the promise of more inclusive growth, with the confidence to more deliberately shape investment, infrastructure and services around social as well as economic goals.

Summary of activity in 2019/20

To make progress towards our long term goals the following projects and work streams will be focused on:

- **Inclusive Growth** – Providing the tools and capability to create a more deliberate and socially purposeful model of economic growth, measured not only by how fast or aggressive it is; but also by how well it is created and shared across the whole population and place, and by the social and environmental outcomes it realises people in our most vulnerable and marginalised communities.
- **Public Service Collaboration** – To support public service and whole-system collaboration across the West Midlands that delivers better outcomes for citizens, supports more inclusive development and inclusive infrastructure, and helps to close the region's fiscal gap over the long term. This includes substantial building blocks for future reform such as digital infrastructure and enabling cross-agency collaboration.



Inclusive Growth Unit

We have established the first embedded Inclusive Growth Unit within a combined authority which will continue to deliver several programmes of work including an inclusive growth investment toolkit, an inclusive growth framework, population health intelligence function, and a credible citizen engagement programme.



Social Economy Taskforce

In 2018 we established an independent Social Economy Taskforce (made up of sector experts), which will report during 2019 on a suite of proposed interventions including a stronger social value policy and the creation of regional social finance mechanisms to help grow social economy organisations in key industry sectors.



Homelessness & Complex Needs

Working with the Homelessness Taskforce to develop its objectives in support of statutory authorities – including the £9.6m Housing First pilot across the region, supporting local actions to combat rough sleeping, and developing a 'Commitment to Collaborate' across public services to help demand management and preventative outcomes for rough sleepers.



Vulnerability, Violence Prevention and Youth Justice

Continuing a joint programme of work in partnership with the PCC which focuses on vulnerable young people within the justice system, which we will be using to develop a platform for better regional collaboration to support violence prevention through 2019/20. We will contribute substantively to the development of a regional Violence Prevention Unit, in partnership with the SCC, WMP, PHE and other public service partners.



Collaboration to Support Radical Prevention

Including substantial work supporting evolving partnership arrangements with police and fire service partners, and building shared Public Service Reform commitments around prevention, addressing vulnerability and supporting greater place-based collaboration.

Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Launch of Inclusive Growth toolkit and Civil Society Engagement Report	June 2019
Adoption of Inclusive Growth toolkit and approach within at least three pilot initiatives within the region	December 2019
Launch of regional violence prevention unit (with WMCA supporting partners), strategic reform of regional support for vulnerability and publication of criminal justice reform and vulnerability evidence base	Summer 2019
Commence veteran's mental health and homelessness work programmes	July 2019
Completed Year 1 delivery of Housing First	November 2019
Launch of the Social Economy Taskforce Report	July 2019
Creation of a number of public service use cases through the 5G and Digital public services programme	Quarterly

What we are trying to have an impact on

Our activity, support and influence will enable and contribute to various long term or ‘whole system’ outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
Increased GDHI per person
% of people living in the 10% most deprived areas
Better employment, health and wider outcomes for people with complex needs
Increased (i) annual average earnings of full-time working residents (ii) % of employees earning above UK living wage
% of children achieving a good level of development at the end of reception
Top-quarter in the Social Mobility Index
Reduced reoffending rates (per 100,000)
Reduced no. of first-time entrants to Youth Justice System

Links to policy, plans and strategies

Plan/Strategy	Description
Strategic Economic Plan	The West Midlands Strategic Economic Plan (SEP) sets out the vision, objectives and actions to improve the quality of life for everyone who lives and works in the West Midlands.
Inclusive Growth Decision-Making Tool	This tool can be used to evaluate the contribution of projects to inclusive growth in the West Midlands. The Decision-making Tool is designed to assess if a project is likely to make a positive contribution to inclusive growth.

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
Public Service Reform Board	Access agendas, reports and information about membership here .

Partners and stakeholders we work with include: Local Authorities, Social Economy Taskforce, Police & Crime Commissioner, West Midlands Police, West Midlands Fire and Rescue Service, Public Health England, SCC, Homelessness Taskforce



Culture & Digital

To provide a focus on the opportunity that digital transformation provides for our economy, public services and wider society, and also reflect the intent to develop a more strategic approach to culture across the region.



Portfolio Lead Member
Cllr Patrick Harley,
Dudley Metropolitan
Borough Council



Lead WMCA Officer (Digital)
Dr. Henry Kippin,
Director of Public Service
Reform



Lead WMCA Officer (Culture)
Julia Goldsworthy,
Director of Strategy

These are exciting times for culture and digital in the region, preparing for major events such as the City of Culture and Commonwealth Games, and implementing the country's first largescale 5G test bed.

This new portfolio focuses on increasing the social and economic benefits from those culture activities and digital transformation in the region, including for our public services and wider society. It also reflects the intent to develop a more strategic approach to culture across the region. The portfolio contributes to and interacts with many of the other portfolios in this Plan – for example the Economy and Innovation portfolio regarding creative industries.

Summary of activity in 2019/20

To make progress towards our long term goals the following projects and work streams will be delivered:



West Midlands 5G

The 5G programme will see the deployment of circa £100m of government, private sector and regional contributions to an emerging 5G mobile network for the region. This includes early test-beds focused on health and public service applications, mobility and advanced manufacturing and citizen connectivity.



Digital Growth & PSR

We will continue to develop our capacity to support digital public services across the region, supporting local authorities and public service partners to realise benefits of new digital service models, and build readiness to take advantage of 5G. We will work in partnership with skills colleagues on the digital skills programme, and ensure that we support the strong digital underpinning of the WM Industrial Strategy.



Develop a Strategic Approach to Culture

Including a new Cultural Leadership Board promoting wider leadership and involvement in our region's diverse range of culture. The purpose of the Board will be to maximise the contribution of culture to delivering clean and inclusive growth, explore the potential for new approaches to funding, and support collaboration and accessibility.



Working Towards the Commonwealth Games and Coventry City of Culture

Working with partners to maximise the impact of the Birmingham 2022 Commonwealth Games and 2021 Coventry City of Culture as major opportunities for local firms and communities - a showcase of the region to investors and visitors, and a lasting legacy for people living in the West Midlands.

The work programme and further specific activities will be developed during the year.

Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Launch of WM5G delivery programme – including ‘quick wins’ establishing 5G connectivity within regional centres.	June 2019 (with ongoing deliverables through 2019/20)
Develop and deliver WMCA Digital Strategy to support public service collaboration and leverage 5G	November 2019
Establish new Cultural Leadership Board.	July 2019

What we are trying to have an impact on

Our activity, support and influence will enable and contribute to various long term or ‘whole system’ outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
Staged roll out of 5G connectivity across sites in the West Midlands
Establishment of 5G ‘accelerator’ facilities within key sites in the region
‘Quick wins’ in digital public services, industry 4.0 and mobility through the 5G programme
New 5G sites, expansion of connectivity on the public estate
Substantial private and government investment into the region via 5G programme

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
------------	---

Partners and stakeholders we work with include: Local Authorities, WM-5G delivery programme, West Midlands Growth Company, Coventry 2021 City of Culture



Wellbeing

To create a region in which positive, proactive and preventative approaches to citizen wellbeing are normalised, giving our young and diverse population a better chance to thrive in life and work.



Portfolio Lead Member
Cllr Izzi Seccombe,
Leader of Warwickshire
County Council



Lead WMCA Director
Dr. Henry Kippin, Director
of Public Service Reform

We are committed to creating a region in which positive, proactive and preventative approaches to citizen wellbeing are normalised, giving our young and diverse population a better chance to thrive in life and work. We want to help our local and system partners build the resilience and capability of our citizens – through co-developing new models of service delivery, new funding mechanisms, and using the potential of devolution to support better outcomes through prevention.

Summary of activity in 2019/20

To make progress towards our long term goals the following projects and work streams will be delivered:



Thrive West Midlands

Ongoing delivery of the successful West Midlands Thrive programme, which continues to grow and support a culture of support and awareness for mental health issues across the region. We will continue to grow programmes helping people into work (through the Individual Placement Support programme), and serve over 150 businesses signed up for Thrive at Work, impacting on over 100,000 employees.



Childhood Obesity

Development and delivery of a childhood obesity strategy for the West Midlands, designed in partnership with local authorities and Public Health England. This will include a range of specific actions to curb junk-food advertising in sensitive environments, and support for physical activity and wellbeing promotion.



West Midlands on the Move

We will continue to roll out our West Midlands on the Move strategy which promotes physical activity and wellbeing - including the expansion of 'Good Gym West Midlands' (now in three of seven boroughs), a work programme on disability and sport, support for Commonwealth Games legacy development, and the development of a 'Black Country Fund' with Sport England to help address low levels of physical activity.



'Radical Prevention' Fund

Development and delivery of an innovative new funding mechanism (developed in partnership with central government, PHE, NHS and local government partners) which brings together our regional ambitions around digital and prevention – building on our 5G test bed status to bring in additional health funding for digital innovation developed within the region.



Population Health Intelligence

Working closely with our partners at Public Health England, we will continue to host a population intelligence hub within the Inclusive Growth Unit which provides holistic, realtime data on the region's health and socioeconomic outcomes, and supports health and public service partners to develop better population health commissioning within the region.



Supporting place based health and care

Continue to support our regional health and care partnerships, with a place on the West Midlands STP executive, and through the development of our population hub and preventative activities.

Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Launch of prevention funding mechanism in partnership with PHE and local partners	Summer 2019
Completed Year 2 delivery of Thrive into Work IPS Trial	December 2019
Doubling of business (to c200) and employee engagement through Thrive at Work programme	March 2020
Commence Veterans mental health work programmes	July 2019
Launch of WM Childhood Obesity Action Plan, including specific early deliverables	May 2019
Roll out of Good Gym across the whole West Midlands constituent geography	March 2020
Roll out the Mental Health Literacy and Mental Health First aid programmes across the whole West Midlands	March 2020

What we are trying to have an impact on

Our activity, support and influence will support, enable and contribute to various long term or 'whole system' outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
Better health outcomes for people with complex needs
Healthy Life Expectancy (HLE) at Birth – Males & Females
Reduced HLE inequality between genders and areas.
Gap in employment rate for those in contact with secondary mental health services and the overall employment rate
Reduced rates of suicide (per 100,000)
Increased rates of physical activity

Links to policy, plans and strategies

Plan/Strategy	Description
Mental Health Commission Report	The West Midlands Mental Health Commission report that provides a baseline audit of the picture in relation to poor mental health across the region, in terms of services, emerging good practice and the economic impact. An Action Plan produced in response signed by various stakeholders and partners.
West Midlands on the Move	WMCA produced its West Midlands On The Move physical activity strategy as part of the Wellbeing agenda, to help create an environment encouraging physical activity and promote the benefits. It focuses on the link between better physical activity levels and achieving the WMCA Strategic Economic Plan (SEP) social and economic targets. West Midlands On The Move was developed with local authorities, Public Health England, Sport England and the County Sports Partnerships.

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
Wellbeing Board	Access agendas, reports and information about membership here .

Partners and stakeholders we work with include: Local Authorities, Public Health England, Birmingham 2022, West Midlands STP





Inclusive Communities

To enable and support growth that is measured not only by how fast or aggressive it is, but also by the social and environmental outcomes it realises for people in our most vulnerable and marginalised communities.



Lead Portfolio Member
Cllr Brigid Jones, Deputy
Leader of Birmingham
City Council



Deborah Cadman
Lead WMCA Officer, Chief
Executive of the WMCA

We are committed to enabling and supporting growth that is measured not only by how fast or aggressive it is, but also by the social and environmental outcomes it realises for people in our most vulnerable and marginalised communities. We want a region where citizen participation is increased so that it better shapes the public services around communities and gives more people a chance to be a part of social, civic and economic life in the region. We want to ensure that this widening participation is a catalyst for, and driven by, more inclusive leadership across the region.

Overall aim and ambition

We want to help build the resilience and capability of our citizens, ensuring that they benefit from the growth experienced across the region. We want to enable a more diverse range of citizens to develop and achieve aspirations to become leaders in politics, organisations and communities.

Summary of activity in 2019/20

This is a new portfolio and its work programme and further specific activities will be developed during the year. There will be a strong emphasis on challenging, enabling and supporting other portfolios to embed inclusivity, equalities and diversity into their policy and delivery. For example:



Transport

Development of travel support packages for low income groups, enhancements to the National Concessionary Travel Scheme and new Demand Responsive Transport (DRT) initiatives.



Skills and Productivity

Supporting unemployed young people into work, establish a framework for high quality employment support and giving people the skills to get and sustain good jobs and careers.



Housing and Land

Increasing the supply of affordable and social housing in the region, and support place-making and regeneration in town centres.



Public Service Reform and Social Economy -

Working with the Inclusive Growth Unit to embed inclusivity into the design and delivery of key regional programmes, and working with others such as the Wellbeing and Thrive teams and the Homelessness Taskforce to develop their work focusing on vulnerable people.

The Inclusive Communities portfolio will also drive the delivery of recommendations set by WMCA's Leadership Commission - including:



Young Combined Authority

Establishing a diverse Young Combined Authority to influence and constructively challenge WMCA policy, better connecting the organisation to the communities it serves and building future political leadership capability in the West Midlands.



Inclusive Leadership Pledge

Encouraging leaders and employers across the region to commit to realising greater inclusivity within their organisations; promoting the business case for diversity, enabling positive action and celebrating success.



Enabling Human Resources best practice

Establishing a cross-sector roundtable to disseminate HR best practice, creating a simple online toolkit to support organisations on their inclusivity journey and leading by example through developing our own recruitment and development practices to support inclusion.



Collaborating with Universities – maintaining our relationship with the region’s universities who drove the research behind the Leadership Commission report.

Performance Monitoring: WMCA Delivery in 2019/20

The following performance measures will help us demonstrate WMCA activity is being delivered:

Key Performance Measure/Indicator	2019/20 target
Develop our online toolkit for Inclusive Leadership	August 2019
Establishment of the Young Combined Authority	September 2019
Convene a cross-sector HR roundtable event	November 2019
Increase number of organisations signing up to the Inclusive Leadership Pledge	March 2020
Review of WMCA contribution to Inclusive Leadership	March 2020

What we are trying to have an impact on

Our activity, support and influence will support, enable and contribute to various long term or ‘whole system’ outcomes within which WMCA activity plays some part:

Regional Outcome Indicators
Average Index of Multiple Deprivation (IMD) Score across the region
Employment gap by gender
Employment gap by ethnic group

Links to policy, plans and strategies

Plan/Strategy	Description
Mental Health Commission Report	The West Midlands Mental Health Commission report that provides a baseline audit of the picture in relation to poor mental health across the region, in terms of services, emerging good practice and the economic impact. An Action Plan produced in response signed by various stakeholders and partners.
Leadership Commission: Leaders Like You Report	The productivity gap articulated in our Strategic Economic Plan cannot be closed without inclusive leadership and inclusive growth that enables more of our citizens to play a full part. The Leadership Commission was established to identify the fundamental issues within our region that prevent our high level positions being reflective of the communities we live in.
Inclusive Growth Decision-Making Tool	This tool can be used to evaluate the contribution of projects to inclusive growth in the West Midlands. The Decision-making Tool is designed to assess if a project is likely to make a positive contribution to inclusive growth.

Relevant WMCA boards, other delivery governance and partners

WMCA Board	Access agendas, reports and information about membership here .
------------	---

Partners and stakeholders we work with include: Young Combined Authority, Leadership Commission, universities, local authorities, Beatfrecks (Young Giant), businesses and employers



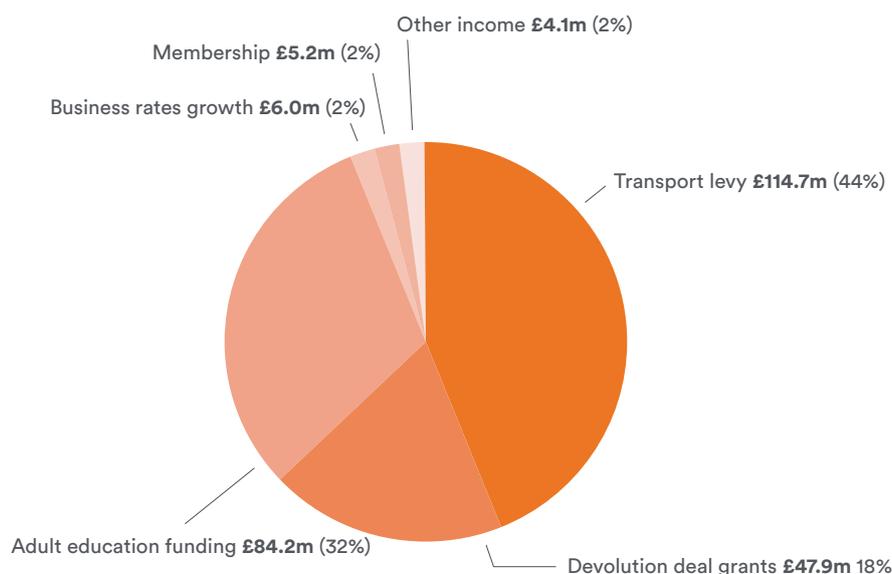
Enabling and supporting our delivery



Cllr Bob Sleight
Finance portfolio lead
member

Our budget for 2019/20

We have a Revenue Budget of £262.1m for 2019/20 (as reported in the budget 2019/20 report to WMCA Board on 8th February 2019). The significant increase in budgeted funding from last financial year is due to the devolution of the Adult Education Budget part way through 2019/20. At the time of budget setting (February 2019) the estimated grant award was £84m which represents 32.1% of the overall revenue budget. (The final award has since been confirmed at £78.7m). The Budget is funded from a variety of funding streams:



Total: £262.1m

There is no increase in the Transport Levy for 2019/20 which has remained flat at £114.7m. Membership contributions from Constituent and Non-Constituent Authorities have also remained static.

Devolution grant income reflects the £36.5m annual grant and further government grants largely relating to Housing and Regeneration and Productivity and Skills.

New funding streams include higher investment income as a result of cash balances generated from the Collective Investment Fund and assumed income generation to be secured through ongoing discussions with Treasury and other third parties throughout the year.

Reserves of £1m are being used to support the Transport budget for the second year of a 3 year plan in order to keep the Levy flat. In addition there is a planned £1.1m contribution from reserves to support the strategic priorities and portfolios.

Our expenditure in 2019/20

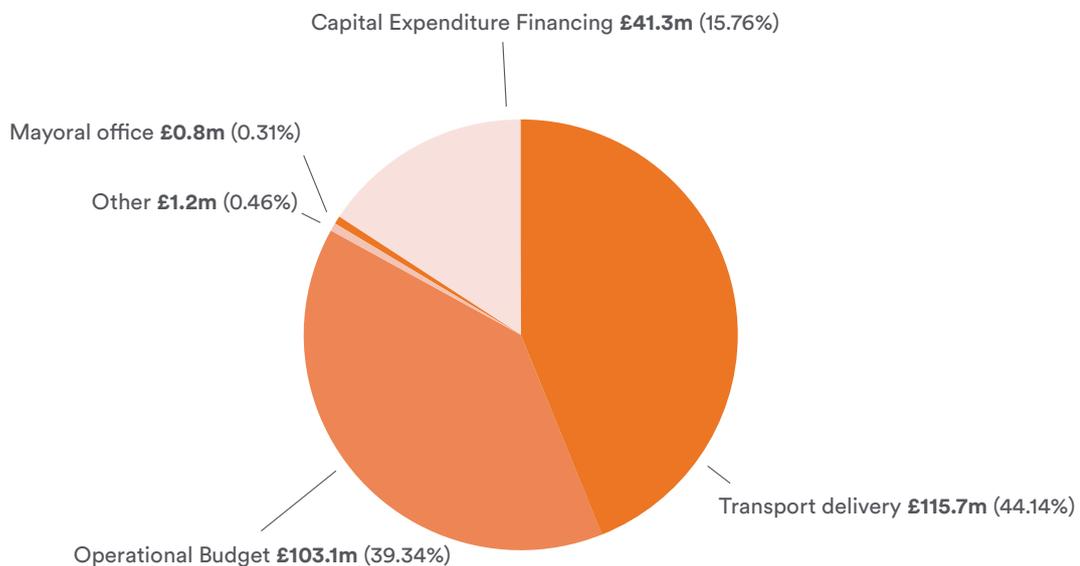
Our expenditure for 2019/20 (which will fund the activities in this Plan) can be broken down into two main areas:

- Transport (TfWM) Delivery Budget of £115.7million:** The budget supports the delivery of public transport and 325 million passenger journeys a year along with the management of 12 bus stations and provision of over 11,000 passenger stops, stands and shelters with many interchanges at which passenger information and Real Time Information (RTI) is displayed. The budget also funds the National Travel Concessionary Scheme along with the Rail and Metro Concessionary schemes and Subsidised Bus services. Other key provisions funded from the Transport budget include a number of park and ride facilities across the region and the Ring and Ride service
- WMCA Operational Budget of £103.1million:** The Operational budget focuses on the

other strategic priorities of the WMCA and its core areas of Strategy, Housing & Land, Productivity & Skills, Health & Wellbeing, Economic Growth, Public Service Reform and the Environment with the aim of delivering sustained and inclusive growth for everyone across the region that connects residents to opportunities that are created by this investment.

Both the Transport and Operational Budgets are used to proportionately fund the range of enabling functions and services that support delivery (including finance, procurement, HR and governance services). There are other costs such as servicing the capital expenditure and investments in major infrastructure projects (including debt interest and the transfer to the Investment Programme reserve to meet costs of future Investment Programme borrowing) and running the Mayoral Office.

Where the money goes



Total: £262.1m

Planned investments for 2019/20

Our planned capital investment programme in 2019/20 is £551.0m and will fund a range of transport, housing, regeneration and innovation focused projects, including:

- £144m on Metro Delivery including Wednesbury to Brierley Hill
- £27m on Sprint Development and Implementation
- £23m on Rail Programme Development
- £28m on other Transport Programmes
- £88m Brownfield Land Remediation Funds
- £50m Commercial and Residential Investment Funds
- £60m on Devolved Housing and Regeneration Programmes
- £8m on 5G
- £122m on Capital Grants to Local Authorities including Coventry Station Masterplan

Our support and enabling services

There are a range of 'Corporate Services' that support the WMCA to deliver sustained and inclusive economic growth. Corporate Services include Finance, Governance, Assurance & Audit, Procurement, Human Resources, Information Technology, Legal, Risk Management, Property, Programmes and Project Support, all of which help the CA deliver against its identified priorities and enable outcomes that make a real difference to the people of the West Midlands. A small Strategy team and Chief Executive's unit provide corporate policy, performance management and communications services and support.

Key activity in 2019/20 includes:

- Concluding a review of Corporate Services started during 2018/19 resulting in improved and re-purposed services that support and enable the organisation more effectively and efficiently
- Working with partners to deliver a balanced revenue budget for 2020/21 and publish a five year medium term financial plan which works towards securing a long term sustainable financial future for the combined authority.
- Completing a full review of the Constitution to reflect the development of the combined authority since the mayoral election.
- Develop and implement an updated WMCA Assurance Framework which includes governance and assurance requirements for the Investment Programme, Adult Education

Budget, Housing & Land Remediation and 5G.

- Implementation and delivery of risk assurance and improved performance management reporting for all WMCA directorates to support wider devolution reporting both for internal WMCA Leadership Team and government.
- The development of arrangements to ensure the efficient and effective conduct of the Mayoral Elections in May 2020.

Our staffing for 2019/20

As of 1st April 2019, the WMCA has an approved staffing structure of 551 FTE posts. Staffing is structured in line with the organisation's delivery priorities, role and responsibilities:

- Transport for West Midlands (TfWM)
- Housing & Regeneration
- Productivity & Skills
- Public Service Reform
- Plus strategic enabling and support functions - Corporate Services (including Finance, Legal, Governance, Human Resources, ICT)
- Strategy (including policy, performance, and programme management and support to the Economy & Innovation, Environment & Energy portfolios)
- Chief Executive's Office and Communications
- Mayoral Office

Posts are funded from a mix of approved

operating budgets and other secured funding sources. A variety of non-permanent arrangements are utilised to fill posts (eg secondments, temps, fixed term, and joint delivery teams) to ensure we have a workforce that can flex and respond to changing circumstances, regional priorities and budgetary changes.

Our commitment to health and safety

Engendering a health and safety culture for all staff, contractors, supplier and stakeholders is essential to the West Midlands Combined Authority throughout its operations and communications, both existing and developing. The WMCA will continue to put health and safety at the forefront of all of its activities through;

- Delivery of enhancements set out in WMCA Health and Safety Delivery Plan 2019-2020, which provides detail on how we will deliver against our vision, goals and objectives set out in the WMCA Health and Safety Strategy 2018-2020.
- Ensuring strategic health and safety aims and key deliverables are communicated and embedded throughout the organisation.
- Ensuring that the implications of the expanding remit of the WMCA are understood and appropriate governance arrangements, management systems and critical resources continue to be implemented.
- Continue a culture whereby health and safety is integrated into all WMCA operational activities and where all employees actively participate in and support the advancement of our health and safety practices, shared aims and objectives

Risks to delivery

Our Strategic Risk Register summarises the key risks to the delivery of this Annual Plan. The Register is monitored regularly by the WMCA's Strategic Leadership Team and the Audit, Risk and Assurance Committee, and mitigating activity agreed accordingly. Key risks to delivery in 2019/20 include:

- **External factors and uncertainty:** government/political or financial change might not be factored into WMCA plans, which could make delivery ambitions more difficult to achieve. There is a lot of external uncertainty so risk that instability in the external economic environment could adversely impact WMCA including Brexit and/or economic recession.
- **Financial assumptions:** a risk that assumptions made in the first Devolution Deal (that have been made against expected economic growth, local precepts, business rate retention and interest rate levels), do not prove to be achievable.
- **Political change:** potential national or local change may impact on priorities and the decision-making and resource allocation to support those .



Our companies



Operated by Midland Metro Ltd

Midland Metro Limited

A wholly-owned subsidiary, Midland Metro Ltd was established in 2018 to take over the day-to-day operations of the West Midlands Metro light rail system from National Express. This will allow profits to be reinvested back into the network providing better value for tax payers.



West Midlands
Growth Company

West Midlands Growth Company

A company limited by guarantee and is an economic development and investment body which works to support the WMCA and its partners deliver the SEP targets for job creation and GVA growth. The WMCA has a 5.3% investment in the Company which promotes the West Midlands as a premier location to do business in and invest in, and manages a pipeline of major inward investment propositions and investor development initiatives. WMGC also acts as a destination management organisation, working in partnership to promote the region in order to boost visitor numbers and visitor spend in the region's economy. The WMGC develops its own Business Plan and is accountable to the WMGC Board.



West Midlands Development Capital

(100% subsidiary) West Midlands Development Capital (WMDC) is the fund manager for the WMCA's £140 million Commercial Investment Fund, £70m Residential Investment Fund and the £50 million element of the Land Remediation Fund. It acts as the vehicle to advise and arrange investments on behalf of the WMCA.



WM5G

A wholly-owned subsidiary incorporated in 2019, WM5G is focused on supporting the rollout of the region's 5G test bed programme. Delivery of the project will see the West Midlands as home to the UK's first multi-city 5G test bed. The trial of new high speed connectivity will pave the way for the future rollout of 5G across the UK, making the region the first in the UK ready to trial new 5G applications and services at scale. The project will develop a large-scale, 5G pilot across the region, with initial hubs in Birmingham, Coventry and Wolverhampton.



West Midlands Rail Executive

WMCA has a 50% interest in West Midlands Rail Executive which is a company limited by guarantee, owned by partner authorities, created with the purpose of specifying and managing rail franchising for the West Midlands.

Our accountable bodies

Midlands Connect



The WMCA acts as the accountable body for the Midlands Connect partnership. Midlands Connect is a 46-member independent partnership of 23 local authorities (including the WMCA), nine Local Enterprise Partnerships, and eight Chambers of Commerce stretching across the Midlands from the Welsh border to the Lincolnshire coast. Delivery agencies Highways England, Network Rail, and HS2 Ltd are also members of the partnership, as well as East Midlands and Birmingham airports and the Department for Transport (DfT). Midlands Connect researches, develops and recommends major transport projects. By creating more capacity and improving reliability for passengers and freight on the Midlands' roads and railways, these projects will provide the biggest possible economic and social benefits for the Midlands and the rest of the UK.



West Midlands
Combined Authority

April 2018
Page 168
Version 1



WMCA Board

Date	28 June 2019
Report title	Overview & Scrutiny Committee - Annual Report
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7552
Accountable Employee	Tim Martin, Head of Governance, Clerk and Monitoring Officer email: tim.martin@wmca.org.uk tel: (0121) 214 7435
Report has been considered by	Overview & Scrutiny Committee - 12 April 2019 Programme Board - 14 June 2019

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Note the Overview & Scrutiny Committee 2018/19 annual report, attached as appendix A.

1. Purpose

- 1.1 The purpose of this scrutiny annual report is to highlight the key achievements of the Overview & Scrutiny Committee during 2018/19.

2. Background

- 2.1 Overview & Scrutiny is a statutory requirement for the West Midlands Combined Authority to undertake. The committee has the responsibility to review the work of the Mayor and the WMCA and hold decision makers to account. It may make recommendations to the WMCA Board and its committees and call-in decisions that have already been made for further scrutiny.
- 2.2 The committee performs two functions: 'overview' and 'scrutiny'. 'Overview' focuses on the development of policy and 'scrutiny' looks at decisions that have been made or are about to be made.
- 2.3 The Overview & Scrutiny Committee has constitutional authority to require the Mayor, members and officers to attend its meetings to answer questions or provide further information. However, equally important is the need for the committee to build trust with the members of the WMCA Board, Senior Leadership Team and Transport for West Midlands.
- 2.4 This is the first time the Overview & Scrutiny Committee has produced an annual report, which is intended to set out clearly and succinctly the work of the committee over the last 12 months. The annual report helps demonstrate the WMCA's commitment to critical self-assessment and transparency in its decision making.

3. Wider WMCA Implications

- 3.1 There are no specific wider WMCA implications arising from this report.

4. Financial Implications

- 4.1 There are no specific financial implications arising from this report.

5. Legal Implications

- 5.1 There are no legal implications arising from this report.

6. Equalities Implications

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

7. Inclusive Growth Implications

- 7.1 There are no specific inclusive growth implications arising from this report.

8. Geographical Area of Report's Implications

- 8.1 The Overview & Scrutiny Committee comprises 12 members appointed by constituent authorities and seven members appointed by non-constituent authorities.

9. Other Implications

None

This page is intentionally left blank

West Midlands Combined Authority Overview & Scrutiny Committee

Annual Report 2018/19



West Midlands
Combined Authority

Page 17



Contents

Foreword - Councillor Peter Hughes - p1

Committee Members - p2

A year of Overview & Scrutiny in numbers - p3

Introduction - p4

Holding Decision Makers to Account - p5

Helping to Shape Policy - p6

Adding Value - p7

Working Groups - p8

Looking Forward - p12

Foreword

Chair - Councillor Peter Hughes



Welcome to the 2018/19 Annual Report of the Overview & Scrutiny Committee. I hope this report is able to capture a number of the highlights of the work carried out by the committee over the last year.

The committee has made good progress in developing and refining its work programme so as to provide a constructive challenge to the decision makers within the WMCA. This is work in progress and there is still much more to be done. I believe strongly that councillors have risen to the challenge of providing oversight of the expanding remit of the WMCA, with the committee focusing its attention on a number of key workstreams. This has enabled us to challenge preconceptions, test ideas and add rigour to the development and implementation of public policy as this fledgling Combined Authority starts to spread its wings.

Our committee has met seven times this year, in addition to a further two Q&A sessions focused on scrutinising the Mayor's policies and budget proposals. As Chair, I have been grateful for the support of the two Vice-Chairs, Councillor Ian Shires and Councillor Lisa Trickett, as well as those members who have taken champion roles in carrying out the committee's work. I very much appreciate the hard work and commitment shown by those elected members who have participated actively in the committee, made possible by the professional and dedicated input of the small team of officers supporting the scrutiny function

Putting aside our political differences for the common good, the committee has worked

together to look closely at areas of concern. I very much appreciate the willingness shown by members of the committee in balancing the significant commitment required of them, while also continuing with their own special responsibilities and other public duties within their own local authorities. I therefore wish to place on record my gratitude for the public service shown by the region's councillors in supporting this vital scrutiny process by holding the WMCA to account and questioning it. I also extend my thanks to all the officers of the Combined Authority who have contributed to, and helped us to deliver, our successful work programme.

It is as important as it has ever been that civic leadership within the region closely resembles the people who call the West Midlands home, which applies equally to those of us holding decision makers to account. Going forward, I am calling upon participating councils to better reflect the diversity of their areas in the appointments they make to the Overview & Scrutiny Committee, to ensure that talented and capable people from all backgrounds feel that they have a stake in the Combined Authority and the region's future. I look forward to the further evolution of overview and scrutiny within the WMCA in the coming years.

Committee Members 2018/19



**Councillor
Peter Hughes**

Sandwell
Metropolitan
Borough Council
Committee Chair
and Chair of Budget
Working Group



**Councillor
Cathy Bayton**

Dudley Metropolitan
Borough Council
Chair of Health
and Wellbeing
Working Group



**Councillor
Stephen Simkins**

City of
Wolverhampton
Council
Scrutiny Champion -
Environment



**Councillor
Lisa Trickett**

Birmingham City
Council
Vice-Chair and Chair
of Productivity, Skills
and Inclusive Growth
Working Group



Councillor Ian Shires

Walsall Metropolitan
Borough Council
Committee Vice-
Chair and Chair of
Housing and Land
Working Group



**Councillor
Mike Chalk**

Redditch Borough
Council
Scrutiny Champion -
Transport



Mike Lyons

Greater Birmingham
& Solihull Local
Enterprise Partnership



**Councillor
Angus Lees**

Dudley Metropolitan
Borough Council
Scrutiny Champion -
Transport



**Councillor
Vera Waters**

Walsall Metropolitan
Borough Council



Sarah Windrum

Coventry &
Warwickshire
Local Enterprise
Partnership



**Councillor
Stuart Davies**

Solihull Metropolitan
Borough Council



**Councillor
Peter Fowler**

Birmingham
City Council



**Councillor
Josh Jones**

Birmingham
City Council



**Councillor
Tariq Khan**

Coventry
City Council



**Councillor
Joe Tildesley**

Solihull Metropolitan
Borough Council



Paul Brown

Black Country Local
Enterprise Partnership



**Councillor
Dean Carroll**

Shropshire Council

A year of Overview & Scrutiny in Numbers

1 19 3

Overview & Scrutiny Committee

Members

Scrutiny Champions

5 3 2

Working Groups

Task & Finish Groups

Mayoral Q&A Sessions with Scrutiny

1 9 7

Call-In

Pre-Decision Scrutiny Sessions

Committee

Introduction

Overview & Scrutiny is a statutory requirement within the West Midlands Combined Authority. The committee has the responsibility to review the work of the Mayor and the WMCA and hold decision makers to account. It may make recommendations to the WMCA Board and its committees and call in decisions that have already been made for further scrutiny. The committee can act as an advocate for residents of the West Midlands by investigating issues that are important to them and by looking further into matters brought to its attention by the public. From improving the economy to tackling mental health inequality, from delivering new modes of public transport to enabling the construction of new housing, the Overview & Scrutiny Committee, comprising the region's local councillors, is the body that oversees how all this is done.

While the committee's membership includes local councillors nominated by the WMCA's 18 member councils, it also has three representatives from the region's local enterprise partnerships. This brings a private sector perspective to discussions and ensures that the views of the region's local industries are heard at the highest levels of decision making.

Overview & Scrutiny Committee

The committee has continued to build on the work of the previous year in developing a programme that gives a broad oversight to the policies of the WMCA and reviews the effectiveness of its key decisions.

Significantly, it has enhanced the breadth of the pre-decision scrutiny it has undertaken, thereby adding value at the developmental stage of key policies before they are considered by the WMCA Board.

In the last year the committee has considered a number of reports and has undertaken key pre-decision scrutiny work in respect of:

- Governance proposals relating to the Fire and Rescue Service and Police and Crime Commissioner
- The WMCA's 2019/20 budget
- The Local Industrial Strategy
- A common approach to cycling and walking in the region
- Park & Ride policies
- The establishment of a Youth Combined Authority
- Wednesbury to Brierley Hill Metro extension
- The principles and key features of the WMCA's Annual Plan 2019/20
- Measures aimed at targeting childhood obesity

Other reports that the committee have considered include a progress report on the West Midlands Low Emissions Strategy and Action Plan and the 'Leaders Like You' report published by the WMCA's Mayoral Leadership Commission.



Overview & Scrutiny Holding Decision Makers to Account

Andy Street, Mayor of the West Midlands

The committee has undertaken a number of public Mayoral Q&A sessions, where Andy Street has been questioned on the delivery and impact of WMCA policies in areas as varied as public transport, air quality, housing and Brexit. In December, the committee held its second Q&A with the Mayor and questioned him on issues relating to performance against the budget 2018/19; proposals for the 2019/20 budget; other strategic finance issues; and the decision not to set a Mayoral precept for 2019/20. The Mayor was also joined at the session by the Deputy Mayor, Councillor Bob Sleigh. We feel this is an important part of providing public accountability and transparency of decision making for the WMCA's only directly elected politician.

Scrutiny members have also established a number of working groups that have been able to give more focused attention into specific policy areas, holding to account portfolio lead members and lead directors/officers in workstreams such as health and wellbeing; finance; governance; inclusive growth, productivity and skills; and housing and land.

WMCA Portfolio Leads 2018/19

It is equally important that the WMCA programme areas that are led by the portfolio leads receive appropriate scrutiny. At each of the committee's meetings this year, it has received an update from a different portfolio lead member as follows:

- Andy Street [Mayor] - September and December
- Councillor Mike Bird [Housing and Land] - November and February
- Councillor Steve Eling [Cohesion and Integration and Public Service Reform] - September
- Councillor Izzi Seccombe [Wellbeing] - April
- Councillor Bob Sleigh [Finance and Investments] - December

At each meeting, committee members questioned the portfolio lead on the progress being made in their respective area.



Overview & Scrutiny Helping to Shape Policy

The committee has made a total of 37 recommendations to the WMCA Board and its committees, all of which were accepted without further amendment, in relation to:

- West Midlands Combined Authority policies
- West Midlands Combined Authority budget for 2019/20
- Bilston Road Metro track replacement work
- Measures aimed at tackling childhood obesity
- Town Centres programme
- WMCA Leaders Like You

The West Midlands Combined Authority will become responsible for the Adult Education Budget (AEB) within the region from 1 August 2019. The Overview & Scrutiny Committee therefore carried out a review of the devolution of this funding from the Department for Education. As a result of this review, the committee submitted eight recommendations to the WMCA Skills Advisory Board for its consideration.

The Chair of the Overview & Scrutiny Committee is a regular participant in the WMCA Board meetings and has the opportunity to present the findings and recommendations of the committee at those meetings.

Overview & Scrutiny

Adding Value

Case Study: Proposed Transfer of Police and Crime Commissioner Functions

The WMCA undertook a public consultation exercise regarding a proposal to transfer the powers of the West Midlands Police and Crime Commissioner to the Mayor of the West Midlands.

The proposal was part of the second devolution deal, which included a commitment from the WMCA and the Police and Crime Commissioner to work together to look at a detailed governance model and timetable for transferring the role and powers of the Police and Crime Commissioner to the elected Mayor.

The committee scrutinised the consultation process and invited the Police and Crime Commissioner and the Mayor to share their views and any input into the consultation.

The committee exerted influence in the wording of the final consultation documents used in the stage 1 consultation, resulting in sections being removed from both the introduction and one of the questions, to ensure the removal of any potential bias within the document. There was a wider recognition of the role the committee could play in scrutinising the Police and Crime Commissioner if the role was to be undertaken by the Mayor of the West Midlands.

Case Study: Forward Plans for the WMCA Board Committees and Boards

Overview & Scrutiny has strengthened the governance process by championing the need for each of the WMCA's committees to have introduced a forward plan that helps to give public awareness to its forthcoming decisions.

Case Study: Bilston Road - Metro Track Replacement Works

When approving the Midland Metro Construction: Proposed Business Support Package, the WMCA Board had asked the committee to investigate a number of specific issues that had arisen.

A task and finish group was established to undertake an investigation into the impact of the Bilston Road Metro track replacement works on nearby businesses and to evaluate the support received to mitigate this. The findings of the group were considered and its 12 recommendations adopted by the committee and WMCA Board.

Case Study: Women's Concessionary Travel Scheme Pass

During the Mayoral Q&A event on the proposed budget 2019/20, the committee challenged the Mayor to extend travel concessions to include women unfairly discriminated against in recent changes to pension eligibility ('WASPI women'), and ex-service personnel.

Following engagement with the constituent authority leader and the Overview & Scrutiny Committee, the WMCA Board agreed to establish a Women's Concessionary Travel Scheme from July 2019.

Case Study: WMCA Reports

The importance of committee decisions aligning with WMCA policies was recognised at an early stage, and all reports now contain specific implications for inclusive growth. The committee has also recommended that environmental, sustainability, social value, and health and wellbeing implications be included in all future Board reports.

Overview & Scrutiny Working Groups

During the year, the committee established five working groups to provide closer oversight of the following workstreams: budget; governance; health; inclusive growth, productivity and skills; and housing and land. The groups have examined policies and programmes and undertaken site visits and investigations.

Budget Working Group

2018/19 work programme:

- Budget proposals for 2019/20
- Brexit implications
- Regular monitoring of the Financial Monitoring Report
- Investigation into a major transport project

Case Study: Wednesbury to Brierley Hill Metro Extension

At the initial setting up of the Overview & Scrutiny Committee's Budget Working Group, members decided that, as part of its work, it would maintain overview of, and scrutinise, a major transport investment project from start to finish, using key milestones as the prompts for scrutiny.

As a key investment project for the WMCA, the Wednesbury to Brierley Hill Metro extension was selected. The findings of the working group were reported to the Investment Board, who factored them into their subsequent decisions regarding the project.

As a result of this involvement, our committee has now established an understanding that there will continue to be ongoing scrutiny of the project throughout its lifecycle.

Housing and Land Working Group

2018/19 work programme:

- Land Delivery Action Plan
- Methods of construction
- Partnership working with Sustainable Housing Action Partnership (SHAP)

Inclusive Growth, Productivity and Skills Working Group

2018/19 work programme:

- Local Industrial Strategy
- Devolution of the Adult Education Budget

Case Study: Devolution of the Adult Education Budget

The West Midlands Combined Authority will become responsible for the Adult Education Budget (AEB) for its residents from 1 August 2019. The devolved AEB will provide funding for adult skills delivery for residents aged 19 and over of the West Midlands' seven constituent areas (Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton). The Department for Education has confirmed the allocation to the WMCA for the 2019/20 academic year will be just under £126m.

We see the AEB as a significant enabler of inclusive growth through the improvement of the qualification levels and skills of our residents.

Scrutiny members held a meeting with each of the seven constituent local authorities' cabinet members for Education and Skills and undertook a deep dive into the work for each local authority area, the priorities and how the budget could be shaped going forward.

Health and Wellbeing Working Group

2018/19 work programme:

- Thrive into Work programme
- Tackling childhood obesity in the West Midlands
- Challenged the budget allocation for the Wellbeing workstream

Case Study: Reducing Childhood Obesity

The WMCA Wellbeing Board agreed to develop an approach to supporting system change to achieve healthy weight for more residents across the West Midlands.

Along with health and wellbeing partners across the region, the WMCA will work with partners to support the reduction in obesity across the West Midlands.

During 2018/19 the Health and Wellbeing Working Group contributed to the development of the Action Plan and made a number of recommendations for the endorsement by the Wellbeing Board. These were in relation to:

- Redistribution of surplus food
- Fast food outlets and planning rules
- Working with local schools and academies
- Membership of the Obesity Task Force reflecting the ethnicity and diversity of the region
- Links between obesity and mental health

Governance Working Group

2018/19 work programme:

- Contributions from the Centre for Public Scrutiny in relation to the work undertaken with combined authority scrutiny across the region
- Review of the statutory requirements of the governance model at the WMCA and delegated powers
- Established the principle that the Overview & Scrutiny Committee would have primary responsibility for scrutinising any future Mayoral powers relating to fire and rescue services
- Championed the representation of the Fire Brigades Union on the proposed Mayoral Fire Committee

Call-in

The committee has the power to call in decisions of the Mayor and the WMCA Board which have been made but not implemented.

A stop is placed on the implementation of the decision once it is under scrutiny.

There has been one call-in during the course of the year in relation to the Housing and Land Delivery Board - Town Centres programme.

Call-in: Town Centres Programme

The Town Centres programme will support local councils to accelerate their plans to regenerate and renew their town and district centres.

There was cross-party support for the call-in, based on the process in which the town centres were selected. The portfolio lead member for Housing and Land and the director of Housing and Regeneration attended the meeting to answer questions put to them by the committee.

Following its investigation, the committee agreed to take no further action, but made a number of recommendations which were agreed and have either been actioned or are in progress. These were in relation to:

- Clear and up-to-date forward plans for all boards and committees
- Pre-decision scrutiny to be embedded within the WMCA
- A review of the constitution and the call-in process
- Additional resources for the scrutiny function
- Future devolution deals and the engagement with the committee

Development of the WMCA Annual Plan 2019/20

The committee has engaged with the Chief Executive on the development of the Annual Plan for 2019/20 and has endorsed the principles and features used to develop the plan.

The working groups and scrutiny champions continue to work with the directors to help shape and develop the respective portfolio section of the Annual Plan prior to its consideration at the WMCA Board.

Embedded Pre-Decision Scrutiny into the WMCA

The committee has worked closely with the senior leadership team to develop a robust pre-decision scrutiny process. This continues to be developed, but significant progress has been made during 2018/19.



Looking Forward

As well as looking at its own in-house performance, the Overview & Scrutiny Committee has contributed to discussions aimed at developing the scrutiny role more widely within combined authorities across the country, which is recognised as still being in a developmental stage. The Committee has engaged the Local Government Association and the Centre for Public Scrutiny to provide an independent assessment of its scrutiny function and has also looked at how it may further develop its role, in the context of the evolving responsibilities of the WMCA.

For the forthcoming year, the committee would like to establish a closer working relationship with the portfolio lead members and the senior leadership team. Also, building on this, the committee would like to create and develop more effective links with the scrutiny boards at its constituent member authorities and the West Midlands Scrutiny Forum.

Public accessibility to meetings is an ongoing consideration, and it is intended to hold meetings across the region's towns and cities during 2019/20, rather than solely within Birmingham.



**West Midlands
Combined Authority**





West Midlands
Combined Authority

WMCA Board

Date	28 June 2019
Report title	Governance of West Midlands Fire & Rescue Service - Update
Accountable Chief Executive	<p>Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200</p> <p>Phil Loach, Chief Fire Officer to West Midlands Fire & Rescue Authority email: phil.loach@wmfs.net tel: (0121) 380 6909</p>
Accountable Employee	<p>Henry Kippin, Director of Public Service Reform email: henry.kippin@wmca.org.uk tel: (0121) 214 7880</p> <p>Tim Martin, Monitoring Officer and Head of Governance email: tim.martin@wmca.org.uk tel: (0121) 214 7435</p> <p>Karen Gowreesunker, Clerk to the West Midlands Fire & Rescue Authority email: karen.gowreesunker@wmfs.net tel: (0121) 380 6678</p>
Report has been considered by	Programme Board - 14 June 2019

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Note that there is not agreement amongst Constituent Councils to provide consent to the Statutory Order; and
- (2) Note that as a result the Draft Statutory Order will not be laid before Parliament.

1. Purpose

The purpose of this report is to:

- 1.1 Provide an update on the position of the proposed transfer of governance of the West Midlands Fire and Rescue Service (WMFS) to the Mayoral WMCA.

2. Background

- 2.1 In March 2017, before the Mayor was elected, the WMCA Board considered a report from the Fire and Rescue Authority and West Midlands Fire and Rescue Service that set out a route map towards Mayoral Combined Authority governance of the Fire and Rescue service. This report set out future governance proposal and opportunities for West Midlands Fire and Rescue Service.
- 2.2 The extensive background to this item is set out in the September 2018 WMCA Board report. The proposed Final Draft Statutory Order from the Home Office was sent out to each Constituent Council, the Combined Authority and West Midlands Fire and Rescue Authority on the 9 January 2019 with a request to provide consent. The proposed Order however contained an amendment that led the Chief Fire Officer to advise that the Order not be consented to on the basis that the change was too significant and compromised the intent of the proposed governance changes.
- 2.2 As a result of this change and the subsequent advice provided by the Chief Fire Officer the Order was not consented to by the Constituent Councils and the WMCA.
- 2.3 A further report outlining proposals to overcome the issues set out above was presented to the March 2019 WMCA Board.
- 2.4 At the March 2019 WMCA Board it was agreed that the Combined Authority consented to the Statutory Order being laid before Parliament and confirmed a commitment to reviewing governance arrangements within the next Mayoral term.
- 2.5 Additionally the Combined Authority set out proposals to build in additional constitutional safeguards intended to provide local solutions to the issues raised by the Chief Fire Officer when previously advising Constituent Councils not to consent to the order. These proposals were developed with West Midlands Fire and Rescue Service.
- 2.6 The timeline from this point onwards required final Consent to be requested from each Constituent Council by the Home Secretary – after which the Order would then be laid before Parliament before receiving final sign off by the Home Secretary.

3. Consent Process

- 3.1 In order for the transfer of the governance of West Midlands Fire and Rescue Service to the Combined Authority to go ahead it requires a unanimous agreement amongst the Constituent Councils and the Combined Authority as each Authority must give their consent to the Home Office for the Order to be laid before Parliament.
- 3.2 A number of Constituent Councils indicated that they would not provide consent to the transfer to go ahead and for the Order to be laid before Parliament because they remained of the opinion that the matters referred to in 2.5 above should be included in the Order not just in the Constitution.

- 3.3 Dudley Metropolitan Borough Council, Solihull Metropolitan Borough Council, Walsall Metropolitan Borough Council and the Combined Authority all provided consent to the Order. Birmingham City Council, Coventry City Council and the City of Wolverhampton Council did not provide consent to the Order. Sandwell Metropolitan Borough Council did not respond to the request for consent.
- 3.4 The implication of the order not receiving unanimous consent from the 7 Constituent Councils has been the Home Office taking the decision to withdraw the order from being laid before parliament, and the proposed transfer of governance of West Midlands Fire and Rescue Service to the Combined Authority cannot proceed as envisaged.
- 3.5 As a result of this decision the Combined Authority has taken the decision to stand down the project team working on the transfer. The governance arrangements for West Midlands Fire and Rescue Service will remain as they currently are, overseen by a Fire and Rescue Authority made up of local elected councillors.
- 3.6 The WMCA and WMFS continue to work closely to explore areas for collaboration and to support delivery of strategic goals around public service reform, public safety, prevention and digital.

4. Financial Implications

- 4.1 The financial implications of the transfer have been set out in previous reports to the Board. Transition costs incurred to 31 March by WMCA are accounted for and were reported in the 2018/19 final outturn report to the authority. No further costs will now be incurred.

5. Legal Implications

- 5.1 The legal implications have been included in previous reports to Board.

6. Equalities Implications

- 6.1 There are no direct equalities implications arising out this report.

7. Inclusive Growth Implications

- 7.1 The inclusive growth implications have been included in previous reports to Board.

8. Geographical Area of Report's Implications

- 8.1 These proposals only have effect within the Constituent Council areas, i.e. the WM metropolitan area.

9. Other Implications

- 9.1 There are no other implications highlighted in regard to this report.

10. Schedule of Background Papers

- 10.1 WMFRA response to the Enable Closer Working between the Emergency Services Consultation – the prelude to the Policing and Crime Bill (October 2015)

- 10.2 WMFRA Integrated Risk Management Plan Public Outcomes Report (20 February 2017)
- 10.3 WMFRA report - 'Route Map to Mayoral Governance' (20 February 2017)
- 10.4 WMFRA report – 'Route map to Mayoral West Midlands, Combined Authority Governance - a Reformed Fire Authority (RFA) and decision (3 March 2017)
- 10.5 WMCA Board (8 September 2017)
- 10.6 WMCA Board – WMFRA Governance Review and Scheme (8th December 2017)
- 10.7 The National Framework for Fire and Rescue Services England 2018
- 10.8 WMFRA report – Widening CFO Accountabilities 16 April 2018
- 10.9 Governance of WMFS Public Consultation Outcomes Report (25 May 2018)
- 10.10 WMCA Board (14 September 2018)
- 10.11 WMCA Board (22 March 2019)

12. Appendices

- 12.1 There are no appendices to this report.

This page is intentionally left blank



**West Midlands
Combined Authority**

WMCA Board

Date	28 June 2019
Report title	West Midlands Local Industrial Strategy - Implementation
Portfolio Lead	Economy & Innovation - Councillor Ian Brookfield
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Julia Goldsworthy, Director of Strategy email: julia.goldsworthy@wmca.org.uk tel: (0121) 214 7941
Report and content has been considered by	Programme Board Strategic Economic Development Board

Recommendation(s) for action or decision:

The WMCA Board is recommend to:

- (1) Endorse the proposed approach to implementation of the West Midlands Industrial Strategy, and give delegated authority for the WMCA and 3 LEPs to secure resource and progress delivery according to the approach set out in the paper.
- (2) Receive a further report in the autumn once the outcome of the Spending Review is clear.

1.0 Purpose

1.1 This paper summarises the proposed approach to implementation of the West Midlands Industrial Strategy.

2.0 Background

2.1 The [West Midlands Industrial Strategy](#) was published on 16 May 2019, jointly with Government. It builds on 2016 Strategic Economic Plan, setting out our shared intent to continue recent growth and success, whilst tackling the issues of economic inclusion that remain too embedded in our economy and communities.

2.2 Over the last year the Combined Authority and 3 LEPs have worked together, overseen by the SED Board, to put together a best in class evidence base, engage with a wide range of businesses and representative organisations, work with all the region's Universities and develop a set of specific actions and opportunities.

2.3 The Government stipulated that local industrial strategies should be co-designed and published as Government documents. The strategy development process was a further opportunity to ensure that Government acknowledges and buys in to the distinctive and major contribution we make to the future of the UK.

2.4 The CA Board agreed to taking a "trailblazer" role, as the first place to develop and publish a local industrial strategy, showing that the WM is both open for business and addressing the need to ensure all our communities benefit from a resilient economy. Major changes in technology, data and services have accelerated since 2016 and will continue to do so; our strategy sets out how we can help individuals and companies succeed. Clarity on the region's distinctive characteristics, opportunities and actions will help ensure we fulfil our potential and navigate funding and economic uncertainty successfully.

2.5 Summary of the Industrial Strategy

2.6 The industrial strategy does not start from scratch. It integrates agreed priorities, for example the £350m Housing Deal, Regional Skills Plan, Skills Deal and the 2026 Delivery Plan for Transport, to ensure that our overall effort to drive a more inclusive, successful, economy continues to be successful. The strategy reinforces our previously agreed targets on earnings, health outcomes, jobs, productivity and skills, and looks ahead to 2030, but focusses on the actions that are required now. The plan is, therefore, to use existing delivery mechanisms and portfolios wherever possible, whilst boosting delivery to meet the challenges and opportunities ahead.

2.7 Our strategy sets our four major new economic opportunities, where the West Midlands has existing business and research strengths which will provide future opportunities for all our communities and firms:

- The UK's centre for innovation in all forms of transport and mobility, as we lead the transition to electric and autonomous vehicles of all kinds and build an integrated transport system
- A leader in data driven healthcare, working with patients to develop and implement new therapies and devices, improving health outcomes and commercial opportunities and skilled jobs.

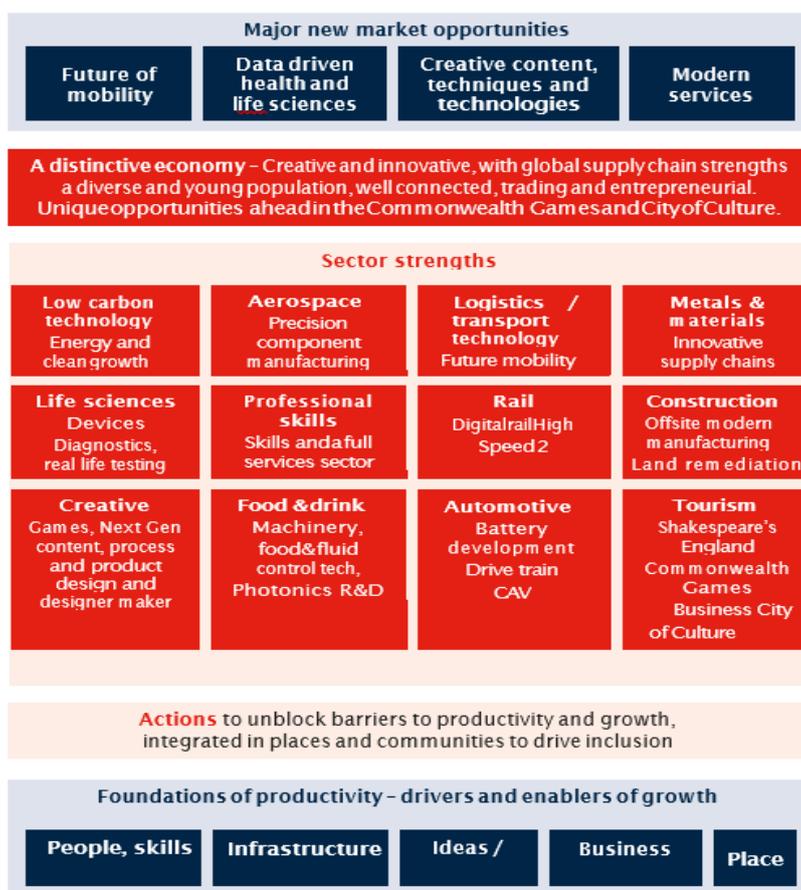
- A global centre for modern services, with total GVA forecast to double to £50bn between 2015-2030.
- A centre for creative content, techniques and technologies, bringing our design and industrial know how to the factories and products of the future.

2.8 It also identifies current and future sector strengths that will be important in taking these four opportunities forward alongside others. Sector action plans have been developed by businesses themselves showing what firms need to do to take advantage of the opportunities and to tackle the barriers that exist to growth and productivity.

2.9 The strategy then sets out the actions that will be needed to help businesses deliver the opportunities we have identified and overcome the barriers that remain, organised by each of the 5 foundations of productivity defined by Government: Place, Ideas, Infrastructure, Business Environment and People. Businesses sectors will play a central role in delivery.

2.10 The diagram below shows the relationship between the new opportunities, sectors and foundations of productivity.

Figure 1



3.0 Implementation

3.1 We are determined to push ahead with implementation, particularly given current political and funding uncertainty nationally. The aim is to align both existing funding streams and delivery to the strategy, and to position the West Midlands well for future Government investment. A wide range of existing funding streams come to an end between now and 2021. These include ERDF, ESIF and local growth funds. So to ensure the region's future success we need to secure long term replacement funding, both through any future spending review (including the future local Government settlement), Innovate UK and UKRI research funding, and through securing the right deal for the West Midlands from any future replacement for existing EU funding.

3.2 An integrated approach

3.3 The Strategic Economic Development Board are recommending an approach based on 4 principles, to ensure that the West Midlands:

1. Creates a single pipeline of significant, strategic projects and programmes.
2. Is proactive – biased towards action
3. Is collaborative and complements existing activity
4. Insists and ensures that projects and programmes integrate our commitment to a balanced and a more inclusive economy, engaging with communities and employees.

3.4 The integrated delivery approach we are proposing has four interconnected elements and builds on existing structures. It is summarised below and then explained in more detail in the following paragraphs. Activities across each of the 4 elements are connected to ensure an integrated approach.

- Existing portfolios, LEPs and boards, including the Strategic Economic Delivery Board, will be responsible for delivering the majority of actions (those set out under each of the Foundations) in the strategy
- Senior task and finish groups supported by the CA and LEPs will drive forward the four new strategic opportunities. They will be led by businesses and clinicians / academics as relevant and will include representation from a broad cross section of industries across the region. The actions set out in the strategy and in the sector action plans will inform their approach.
- Individual business sectors, supported by individual LEPs working on behalf of the whole region will be represented on the task and finish groups, and will maintain sector action plans to inform the broader approach.
- The inclusion portfolio and SED Board take an overview to ensure inclusion impacts are maximised and to monitor progress against our economic and social goals.

3.5 Delivery and future funding bids will be supported by a detailed delivery plan that will capture both existing and agreed strategic projects and programmes (e.g. the Digital Skills Partnership,, specific transport projects, Town Centre programme) and new programmes subject to future funding availability (e.g. Innovation Programme, High growth scale up support programme, further science park development). This is being developed over the course of July initially, to be ready for any potential funding opportunities.

3.6 Existing delivery mechanisms in the West Midlands

3.7 The SED board has overall responsibility for monitoring progress across the economy and for reporting to the CA Board. It is proposed that monitoring and reporting on WMLIS is aligned with this approach. A major strength of the strategy is that it integrates and strengthens existing plans, which means that individual “foundations” in the strategy in large part will be delivered and overseen through existing delivery mechanisms, as below:

- Ideas – Innovation Board
- People – Skills Board
- Housing and Employment Land – Housing and Land Delivery Board
- Transport – TfWM
- Digital / 5G – WM5g and Digital Board
- Energy – Energy Capital
- Environment - Environment Board
- Business Support - Strategic Economic Development Board
- Growth Company – inward investment and relevant marketing

3.8 Coverage of both the foundations and opportunities across existing delivery mechanisms and portfolios will be reviewed as part of this phase of implementation. This process will identify potential gaps in current activity and will ensure they are addressed in future plans. All LEPs and CA Portfolios will inform this work.

3.9 The CA and LEP teams leading specific delivery work for portfolios and Boards will continue to ensure that they engage with the right groups and people in the West Midlands, including the young people and employees whose future opportunities are framed by the Local Industrial Strategy, and the business and sectors who will deliver the growth and economic activity needed.

3.10 Integrated Investment and a more inclusive economy

Avoiding silo delivery will continue to be vital to the West Midlands, as will ensuring that all programmes and projects maximise the impact they have on making our economy as inclusive as possible. The strategy commits the West Midlands to further strengthening its impact on wage levels, access to opportunities for local firms and people and improving the design and sustainability of new communities and developments, for example.

3.11 The Inclusion portfolio will therefore have a key role, working with the SED Board and across the different elements of the strategy, supported by the CA senior leadership team and Chief Executives, to ensure that project and programme design across all portfolios is achieving these goals. The strategy makes a clear commitment that the inclusive growth unit and framework will be central to this.

3.12 Strategic New Opportunities

3.13 In addition to these thematic portfolios we are proposing to establish short term, task and finish groups of senior business and academic leaders to make the most of the 4 strategic opportunities. They will be industry led across a board cross section of sectors, and will draw on existing sector action plans to inform their proposals. For example, on Data driven healthcare and life sciences a groups of business and clinical leaders will drive forward the capital investment needed and the next steps in speeding up commercialisation of new products and techniques.

3.14 Sectors

3.15 Businesses will deliver the growth and wealth needed for the West Midlands to succeed and its communities benefit. Our proposal is that each LEP continues to lead across the region on working with specific sectors and sector groups, to avoid duplication and maximise linkages between supply chain firms and opportunities across the region. These groups and the action plans they have already developed will continue to play an integral role in delivery of the strategy.

4.0 Financial implications

4.1 There are direct financial implications arising from this paper, as the new opportunity task and finish groups will need to be resourced and it is not yet agreed how this will be managed. Wider additional funding for the region is in place through the WMCA investment programme, recent housing and skills deals, transport investment and existing LEP funding. Existing funding streams and delivery will be aligned to deliver this strategy. However, in the current uncertain financial environment and with significant funding still to be secured to deliver the existing WMCA programme, delivery of the LIS strategy objectives will require additional and replacement funding being secured through government and other sources and from which we will continue to lever private sector funding. The LIS implementation process will feed into the wider West Midlands input to a future spending review, through drawing together a single pipeline of strategic projects and programmes and which will be developed to ensure robust funding bids are ready for any potential funding opportunities as they arise .

5.0 Legal implications

5.1 No legal implications at this stage.

6.0 Equalities implications

6.1 None

7.0 Other implications

7.1 None

8.0 Schedule of background papers

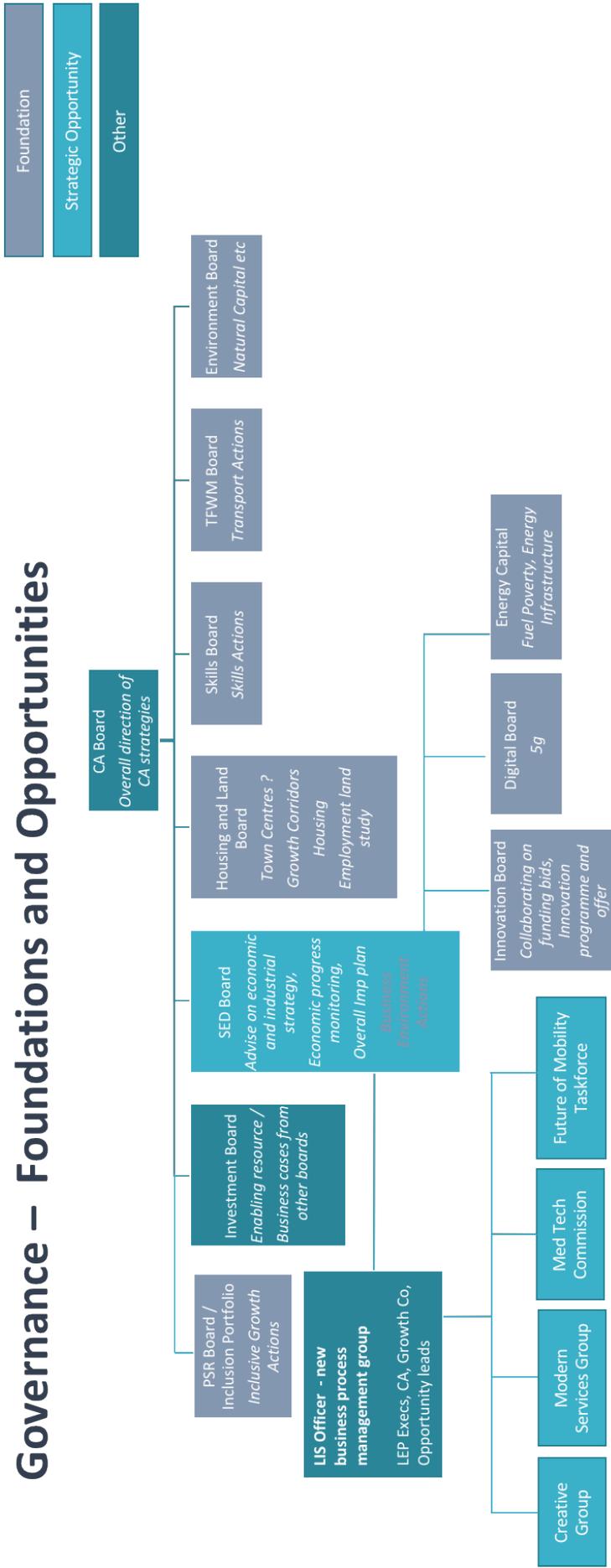
8.1 The West Midlands Industrial Strategy

9.0 Appendices

Figure 2. Suggested Governance Summary for LIS implementation

The below diagram sets out a suggested LIS governance structure ahead of formal review and approval.

Governance – Foundations and Opportunities



This page is intentionally left blank

WMCA Board

Date	28 June 2018
Report title	Environment Portfolio - Re-fresh and Forward Plan
Portfolio Lead	Environment, Energy & HS2 - Councillor Ian Courts
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Henry Kippin, Director of Public Service Reform email: henry.kippin@wmca.org.uk tel: (0121) 214 7880 Simon Slater, Head of Environment email: simon.slater@wmca.org.uk tel: (0121) 214 7804
Report has been considered by	Programme Board - 14 June 2019 WMCA Environment Advisory and Delivery Group and Local Authorities Workshop - 6 June 2019

Recommendation(s) for action or decision:

The WMCA Environment Board is recommended to:

- (1) Note the position statement, evidence base for change and proposed next steps outlined in this paper.
- (2) Note the evidence base provided to support the negotiation of a regional carbon reduction target.

- (3) Endorse the proposed next step: to begin a rapid programme of engagement to develop a collaborative action plan which brings the region together in both headline targets and practical actions on the ground.
- (4) Ask member council officers to support the development of this work as part of a collective re-refresh of the environmental portfolio and greater regional momentum on next steps.

1.0 Purpose

- 1.1 The purpose of this paper is to signal a re-refresh of the WMCA Environmental portfolio following a change in portfolio lead and executive arrangements. Specifically:
- To be clear on the escalating scale of the issue posed by climate change – and the economic, social and public service implications for us as a WMCA area.
 - To articulate a statement of collective intent – to work together as a region in scaling up our existing work and committing to bold action across the range of levers we have.
 - To root these commitments in reality – proposing a headline action plan that is ambitious but deliverable, and clear about where a step change in investment, coordination and cross-agency and citizen behaviour change will be needed.
 - To propose a binding of this plan through rapid engagement with Members and regional partners – such that we are speaking as one voice and with clarity about where the WMCA adds value and can support local and regional change.
- 1.2 Environment is one of the WMCA’s original corporate priorities. It is woven in to the economic strategy of the region and within commitments we have made to promote green growth, cleaner air and green spaces within our urban environment that can support wellbeing and better mental health.
- 1.3 Three years after publishing our Strategic Economic Plan, the context for environmental policy has changing considerably. The scale and importance of the issue is heightened. International policy is translating into firm government targets implying near-term action. Citizens and civil society are making their voice heard as never before. As a region we are progressing a range of locally-set environmental strategies, but there is a need to bring this together, understand the collective value-add; and how the vehicles for change that we have – such as our direct delivery of transport, our Industrial Strategy and our collective regeneration ambitions – can be leveraged for this purpose.

2.0 Background

- 2.1 The need for holistic action to address climate change is established at an international, national, regional, local and individual level. Few would argue that climate change is already having an impact around the world and, though scepticism as to causality and consequence exists, this is increasingly a minority view countered by increasingly robust evidence base. The UK is one small part of a global ecosystem, but Government and opposition have both been clear about the leading role the country needs to play both in terms of domestic policy, and as part of a wider global commitment.

- 2.2 The UK Committee on Climate Change (a body set up to convene and support the goals above) is clear about the scale of the challenge we face from a changing climate, and the need for this to be better reflected in the way we plan our economies, public services and society. This includes a commitment to Paris UN Declaration goals of keeping warming below 2 degrees through greenhouse gas emissions reduction to net zero by 2050.
- 2.3 Economic policy at a national level is slowly beginning to reflect this priority – most obviously within the Government’s Industrial Strategy which has committed to providing incentives and funding to support a transition to cleaner economic growth. Again, there is consensus across the political spectrum as to the need for better modes of support for transition, though ideological and policy differences exist as to the pace and extent to which economic growth and environmental degradation are intrinsically linked; and the extent to which this can be influenced.
- 2.4 Collective action by citizens and civil society has further served to highlight the social costs of inaction, and the issue of intergenerational fairness that underpins it. For example, when youth climate activists declare a ‘climate crisis’, they are talking about the profound negative impacts within their lifetimes that will occur if we fail to make the pivot towards a different way of organising our economies. And whilst the implications of this pivot for our current ways of living and working are enormous; they will be dwarfed by the scale of change that is forced upon us if we ignore them.
- 2.5 It is ultimately at the regional and local level where the politics and practice of climate change will be made real – and where the opportunities inherent in the transition to a cleaner economy will be first realised. In the West Midlands, we have an opportunity to lead. The sections below will suggest how.

3. Our Headline Carbon Target

- 3.1 An emissions target will not change anything in and of itself – but it will help frame a collective commitment, and it is an important statement of intent around which a number of policies and practical reforms will hang.
- 3.2 The WMCA originally set a carbon reduction target as part of its SEP in 2016 – citing a 40% reduction on 2010 levels by 2030 which was consistent with UK Climate Act targets at that time. Monitoring is provided annually by Sustainability West Midlands (SWM), with latest figures showing we are on the way to achieving this target with a 20% reduction since 2010.
- 3.3 In 2018 a progress report for the UN Paris Agreement set out a more urgent target to reduce the level of extra global heating by 1.5 degrees – requiring a more aggressive reduction in greenhouse gases and a need for stronger collective action over the short term. Some areas of the UK have responded to this stimulus (headline targets have been set, for example, by Liverpool and Greater Manchester combined authorities). The West Midlands now has a chance to make its own statement of intent underpinned by credible delivery.

3.4 The WMCA Environment Board took a call to re-visit its carbon target after the UK Climate Change Committee published its own recommendation in May: which was a revised target of 100% reduction (to net zero) by 2050. In June the Government stated its intent to enshrine this new target into legislation. At the same time, Birmingham City Council declared a climate emergency and set a target for 2030. The figures recommended by different interest groups noted above are therefore as follows:

Targets	2020	2030	2040	2050
Climate Emergency		Zero target		
CCC recommendation				Zero target
Paris agreement recommendation			Zero target	

3.5 The WMCA commissioned the Tyndall Centre for Climate Change to provide an independent recommendation on our own target. The centre have worked on the Greater Manchester approach, and are currently working with BEIS to roll out support for local authorities using the same methodology. Their findings – tabled here as a basis for engagement across the three-LEP geography over the next month, rather than for agreement at this Board – are as follows:

- A recommendation to reach net zero carbon emissions (or near zero) no later than 2041. This equates to the minimum progress required to contribute the region’s part to the Paris Agreement.
- At our current progress rate of reduction, our carbon budget left to use between 2020 -2041 would be used up within 6 years.
- Therefore to meet this notional target we would need to reduce our emissions annually by 13% from 2020. Our current annual reduction rate for the WMCA area from latest figures (2015-16) is 3.8% with individual local authority areas varying from 1-8%.
- We also need to better understand the role of land use and green space in terms of carbon sequestration, and how to improve the efficiency of how people and goods enter and leave our region.
- Key sources of emissions are from the fossil fuel energy used by our homes (35%), transport (32%), and industry, commercial, agriculture, and the public sector (33%).

3.6 In terms of our regional ability to influence: many levers lie at national level in terms of decarbonising the energy supply network and national building and product standards; but regional and local level policies can accelerate implementation and innovation around areas such as transport, planning, waste, procurement, business support.^{3.5} We do not propose to table a recommended target for agreement at WMCA Board in June – but instead to use it to frame a rapid programme of engagement with local partners to embed both the most appropriate regional target, and the credible programme of work that will underpin consolidated action – and level of national, regional and local investment – that will be needed to meet it. Targets and the underlying science behind them will inevitably be subject to change as the context evolves; our job is to mobilise and support a cross-agency, cross-party and cross-society coalition for change that is strong enough to adapt.

4. Moving Forward - Proposed Work Programme

4.1 We noted above that the WMCA Environment portfolio is not new – so the action plan proposed below will build on the following foundations:

- i. Early engagement with stakeholders to frame original SEP plans, Mayoral manifesto commitments and early work commissioned from Sustainability West Midlands as part of the nascent environment activity plan.
- ii. A set of priorities, published in 2017, to promote ‘best in class’ combined authority policies and the establishment of an officer-level ‘Environment Delivery and Advisory Group’ (EDAG) with agreed partner responsibilities.
- iii. An emerging evidence bases and set of partnership to underpin regional environment priorities around energy, carbon, air, and natural capital.
- iv. The establishment of a member-led WMCA Environment Board in July 2018 – which will now be chaired by Cllr Ian Courts, Leader of Solihull Council – supported by the WMCA executive and a re-freshed mandate (sought at this Board) from WMCA Board Members.

4.2 In May 2019 the WMCA and central government published the region’s Local Industrial Strategy. This is one of two trailblazing strategies (WMCA and GMCA) outlining the sectors and growth opportunities that will frame the region’s economic growth ambitions and underpin its future investment case to central government and the private sector. Central to this strategy is the notion of a ‘clean industrial revolution’ - realised through investments in electric cars, battery technology, energy efficient design and innovation and an increase in the region’s ‘natural capital’. The strategy has been developed collaboratively across the three-LEP West Midlands geography, and is one of the major vehicles – alongside our HS2 connectivity package, transport modernisation programme, infrastructure and housing-led growth and public service reform plans – through which we will seek to promote our environmental and inclusive growth ambitions.

4.3 In line with the building blocks above, the proposed forward plan for the portfolio is focused on four interrelated areas:

1. **CLEAN GROWTH** – focusing on carbon reduction, green business growth, waste reduction and economic inclusion which benefits marginalised communities. This will be delivered through our Industrial Strategy implementation and the development of a cross-regional ‘Clean Growth Challenge’ which will create incentives for innovation to drive clean growth.
2. **CLEAN AIR** – focusing on an improvement in air quality across the region, working closely with local authority partners and supporting improvements in clean transport, enabling lower emissions (e.g. via electric charging), and creating incentives for citizens and businesses to change behaviours and lifestyles.
3. **NATURE GAIN** – focusing on growing and improving ‘natural capital’ – the quality of our waterways, green spaces, public realm, biodiversity and resilience to the effects of climate change. This could include the launching of a ‘year of green action’ to promote focused investment in priority areas, and social action to promote and protect our natural assets.
4. **LEADING BY LOCAL EXAMPLE** – focusing on our own assets, performance and the extent to which we, as anchor institutions in this region, are living up to the values we espouse for others. This might include focused action on issues like single-use plastics and waste, supported by targeted investment where we are able to generate it.

4.4 Appendix C shows how these priorities might be delivered as part of a work programme over FY2019/20, and – critically – areas where we might leverage investment via our Industrial Strategy and within the Comprehensive Spending Review process. As noted above, they build on substantial work happening already across the region, with proposed engagement designed to understand specifically where we can add value, amplify and enable quicker progress.

Across all of these priorities, we will seek to ensure that we maximise the role that other WMCA portfolios – such as housing, skills and transport – can play in supporting our headline environmental goals, working closely with those portfolio leads and directorates to achieve this.

The WMCA Environment Board also requested that we undertake a regional review of air quality with our members and partners – as a means to understand where priority investment and actions might be needed. This work is being undertaken by a partnership of TfWM, University of Birmingham WMAir and local authority air quality officers. Progress will be reported back to the WMCA Environment Board. The region has also made commitments in its Local Industrial Strategy around natural capital – which will be taken forward collaboratively, building on the work done by the Black Country LEP and the WM Natural Capital Partnership.

5. Next Steps

- 5.1 The specific and time-critical next step is to begin a period of rapid engagement led by WMCA with local authority and public service partners within the region, with a view to:

- i. Brokering a carbon target that has credibility within the region, and which local partners can align around and sign up to. This will be brought back to WMCA Board in July.
- ii. Developing an action plan that is rooted in local evidence, builds on existing initiatives and which clearly adds value in the view of our regional partners.
- iii. Identifying a small number of bold 'challenges' around which we can mobilise and generate external investment and align our own activities for the biggest economic, social and environmental impact.
- iv. Ensuring the range of regional stakeholders - across business, public services and civil society – are engaged within the process, working with existing forums and groups (including climate activists) to do this. We will also ensure that these partners have a voice on the Environment Board.
- v. Identify the overall costs for the plan, sources of funding, and how we can rapidly secure these from existing budgets, Government, and institutional investors.
- vi. Developing a comms and education plan that reflects the above – and in particular the need for collective behaviour change as well as institutional action.
- vii. Bring this detailed plan covering actions ii-vi back to WMCA Board in Autumn – subject to its approval of this paper.

6. Wider WMCA / Geographic Implications

- 6.1 The activity proposed here will support the delivery the SEP and Local Industrial Strategy goals which are relevant across the three-LEP geography of the WMCA. Certain commitments within the forward plan and ensuing actions (for example support for local action around clean air) will be contingent on locally derived priorities and political considerations. The plan should offer something to all of the WMCA authorities and partners, and should reflect their input and priorities.

7. Financial Implications

- 7.1 There are substantial financial implications to both the delivery of this portfolio, and the implications of the region pivoting towards a more environmentally conscious way of doing economic growth and public sector reform. WMCA Board has allocated a limited revenue budget to support Environment Board priorities, with secretariat support drawn from this resource, from regional collaboration to support what will be a shared set of goals, and from the additional investment we will need to leverage. We will review the level of resource required following the production of our delivery plan and revert to WMCA Board accordingly.

The longer term financial implications of adaption to climate change are still not yet fully understood – though we know they will be substantial. The CCC estimates that the annual costs of meeting net-zero emissions are between 1-2% of GDP in 2050. The region alone cannot bear the costs of transition within a context of local government austerity – making the investment case built by this portfolio (and its links with economy, transport and housing) absolutely critical.

8. Legal Implications

As a public authority the WMCA is affected by the implications of environmental legislation in all its activities. Furthermore, there are environmental implications in all the functional activities of the Combined Authority and many of those areas will be affected by specific environmental legislation and controls. The environmental portfolio demonstrates how the authority both responds to those requirements and contributes to regional leadership in partnership with constituent and non-constituent authorities in the authority's area.

Where specific authority is required to authorise actions which are not otherwise explicitly provided within the existing powers of the Authority, the WMCA has a functional power of competence under s113A of the Local Democracy, economic development and Construction Act 2009 to undertake actions which are related to or incidental to the performance of its functions.

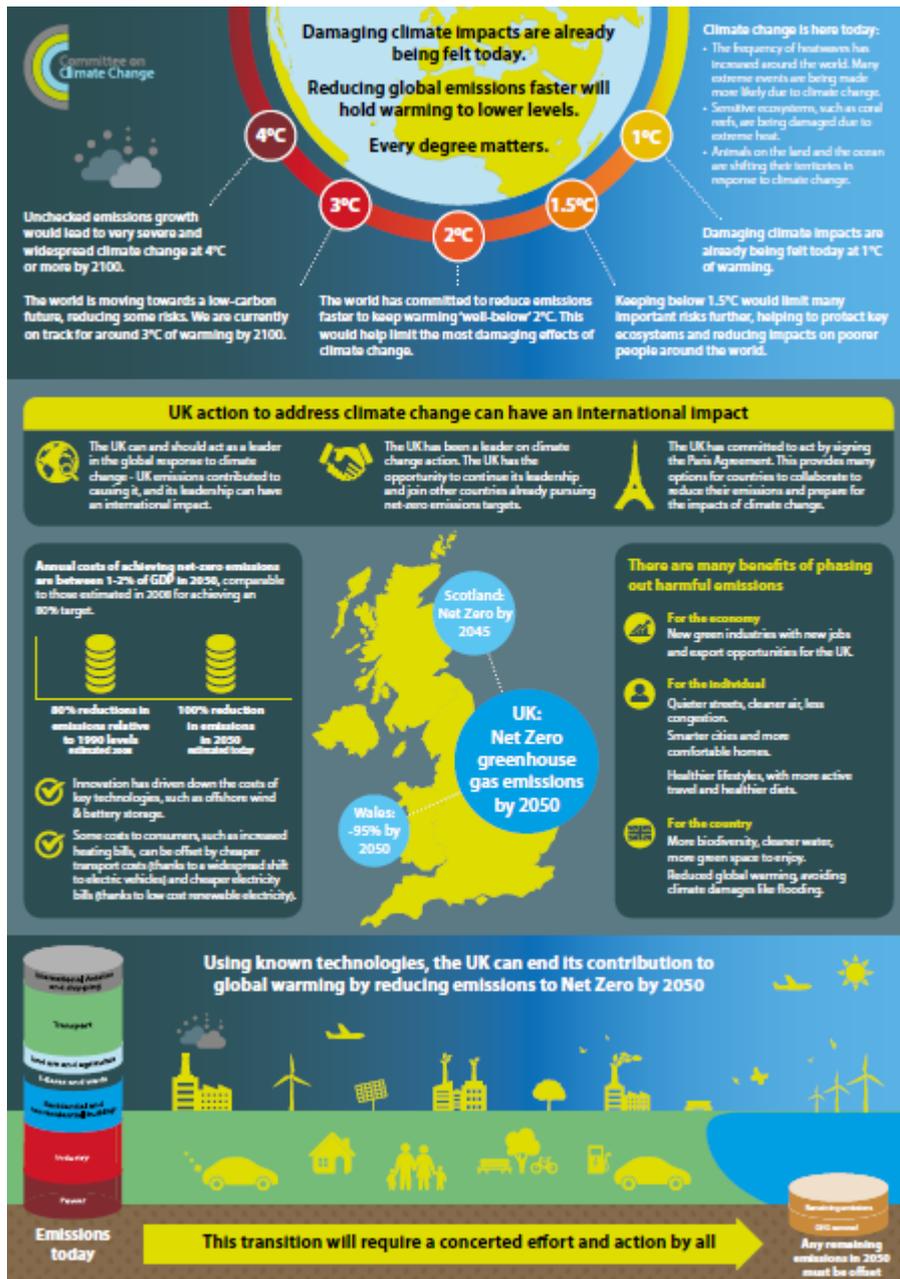
9. Equalities and Inclusive Growth Implications

- 9.1 The equalities implications of this paper – and the activities it proposes – should create net positive effects in terms of the impacts on citizens and communities. We will seek support for 'just transition' (mitigating the cost of changes for those least able to bear it), and will seek to embed environmental goals as part of an overall approach to economic growth that is more inclusive. We will use the WMCA's Inclusive Growth Framework to assess these impacts, and work with civil society to ensure that the range of voices across the region are heard within this work.

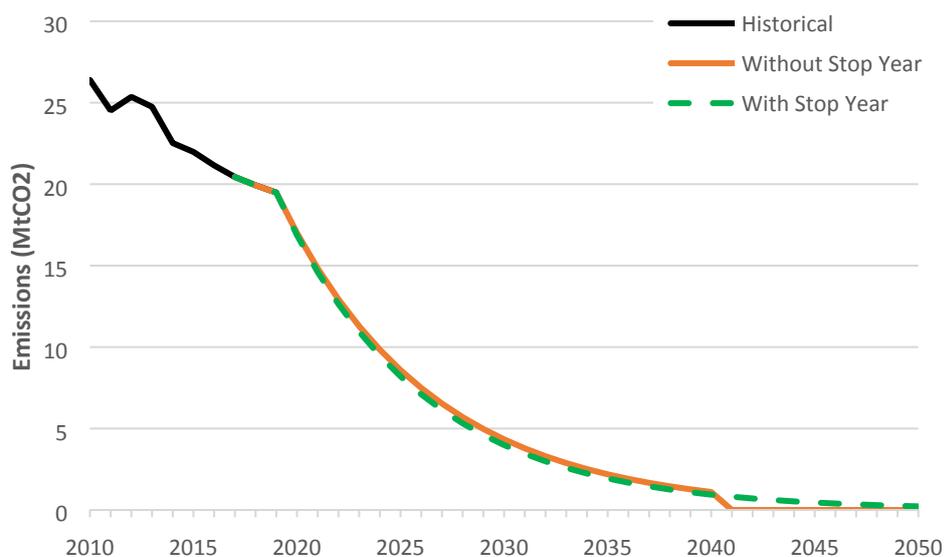
Appendices:

- i. CCC infographic
- ii. Example of Tyndall Centre Research on WM target

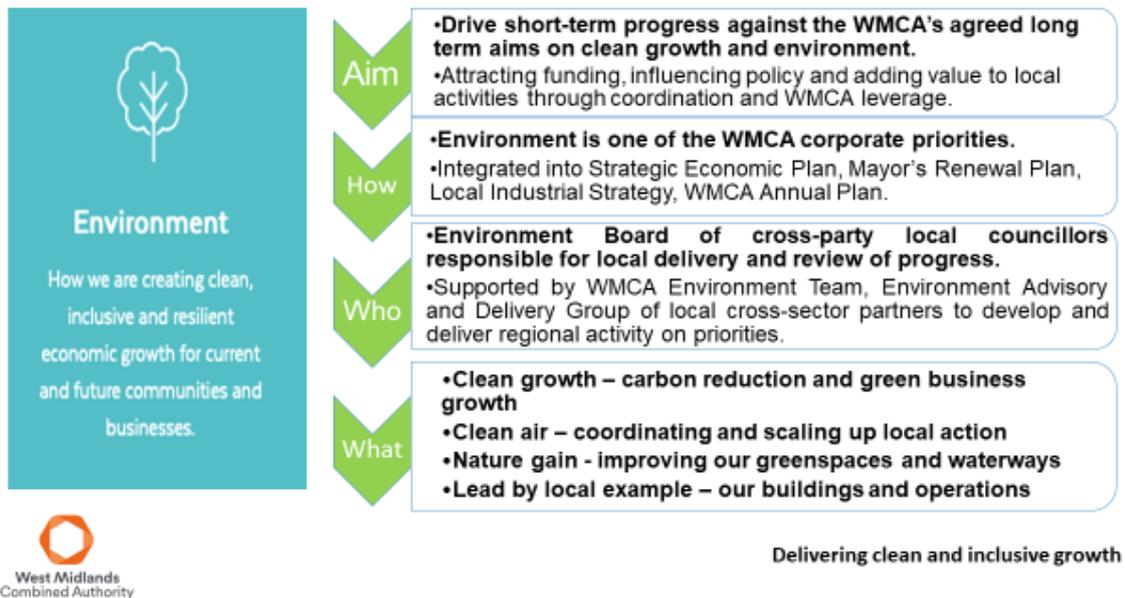
Appendix A – Committee on Climate Change infographic outlining the ‘journey to net zero’ and its implications for the UK



Appendix B: Tyndall Centre Research: Energy CO₂ only emissions pathways (2010-2050) for WMCA premised on the recommended carbon budget



Note – options are stop year so zero emissions by 2041, or 5% emissions by 2041 and this continuing to reduce afterwards. Both approaches are compatible with the Paris agreement requirements.



1. **Clean Growth – carbon reduction and green business growth**

WMCA Environment goals

Carbon reduction – to be the best Combined Authority area in reducing greenhouse gases, based on the latest science (These targets to be developed with clear metrics and what it will look like)

Green business growth – to be the best Combined Authority area in encouraging growth in clean growth – improved production processes and new products and services

Waste reduction – to be the best Combined Authority area in reducing commercial and domestic waste and maximising its value and reuse.

Inclusive clean growth – to make sure improvements to the environment also benefit our poorest communities and therefore reduce health inequality between areas.



Delivering clean and inclusive growth

During 2019...

Set out our ambition

Launch of UK's first clean and inclusive growth Local Industrial Strategy – highlight clean growth credentials with partners and follow through into delivery plan (Spring 2019)

Existing carbon reduction target is from 2010 to 2030 to reduce our carbon by 40%. We are on track with 18% reduction while improving economic productivity by 23% in 2015, best of any CA. But we want to use the latest science to update our climate target and create a new one for green business growth (June 2019)

Accelerate action

Green Business Hub – highlighting green finance and support from across the 3 Local Enterprise Partnership areas, local Green Business Clubs networks, local good practice awards

Clean Growth Challenge – first set of challenges for businesses and communities to respond to with new ideas and products, supported by partners and prizes. Likely to focus on air quality, food waste/packaging, and greenspace (likely Autumn 2019)



Delivering clean and inclusive growth



Clean Air – coordination and scaling up of local action

WMCA Environment goals

Air quality improvement – to be the best Combined Authority area in improving air quality across the whole area, tackling a range of pollutants, based on the latest science, and focused on long-term health improvement of our communities.



Delivering clean and inclusive growth

During 2019...

Set out our ambition

Socialisation of Low Emission Strategy and Action Plan for improving regional air quality and greenhouse emissions (September 2019)

Joint air quality team established by WMCA, TfWM, University of Birmingham WMAir, Local authorities to deliver action plan (Autumn 2019)

Accelerate action

Agreed coordinated approach to roll out of electric charging infrastructure and then roll out – (beginning in FY19/20)

Other actions to be determined by action plan – likely to include local planning policy, procurement of fleet vehicles, improved monitoring and reporting, prioritising particular TfWM schemes, all buses to Euro 6 standards, Commonwealth games; etc



Delivering clean and inclusive growth



Nature Gain – improving our greenspaces and waterways

WMCA Environment goals

Nature gain – to be the best Combined Authority area in growing the overall net gain of the quality and quantity of our greenspaces and waterways, using the best available evidence.

Nature for all – to be the best Combined Authority area in extending the benefit and access to nature to all our communities.

Weather resilient – to be the best Combined Authority area in using our greenspaces and waterways to help us cope with extreme weather events such as flooding and heatwaves.



Delivering clean and inclusive growth

During 2019...

Set out our ambition

Launch of Natural Capital Investment Strategy and Programme (late 2019)

Accelerate action

Investment Prospectus to identify a range of local sites to promote for investment e.g. from within Natural Capital Investment Programme - Dudley, Eastside, River Cole HS2 - (2019)

Partner with a range of local organisations to promote something like a national 'Year of Action for the Environment' to raise the collective profile of local community volunteering opportunities and campaigns such as canal clean ups, community gardens, 'one-tree per child' etc

Develop and launch 'movement for nature' with TfWM guide on how to bring nature into new and existing public transport stations and corridors with roll out on key sites (Spring 2020)



Delivering clean and inclusive growth



Lead by local example – our buildings and operations

WMCA Environment goals

To be the best Combined Authority on sustainability in terms of our leadership, strategy and delivery by the end of 2020 (measured through annual national benchmark)

To be the best Combined Authority area in terms of the proportion of our local authority councils performing well on the sustainability performance of their buildings, operations, and procurement.

Delivering clean and inclusive growth

During 2019...

Set out our ambition

Launch our Environment Portfolio Re-Fresh (June 20 AGM 2019)

Produce an Internal WMCA Improvement Plan – including our current operational energy and waste savings, impact of our social procurement policy, and **policy announcements on banning plastic etc** (through 2019)

Accelerate action through FY 2019/20

Working with Housing team on influencing WMCA Housing and Buildings Standards and Regional Design Charter

Securing improvements to environment criteria within our funding system and standards

Produce baseline of current good practice of WMCA and local authority partners, communities and business, and identify areas for joint improvement and support and good practice sharing / awards event

Delivering clean and inclusive growth



WMCA Board

Date	28 June 2019
Report title	Coventry City Centre First - City of Culture
Portfolio Lead	Finance - Councilor Bob Sleigh
Accountable Chief Executive	Martin Reeves, Coventry City Council email: martin.reeves@coventry.gov.uk tel: (024) 7683 1100
Accountable Employee	Jo Shore, Head of Public Realm, Coventry City Council email: jo.shore@coventry.gov.uk tel: 07720 063101
Report has been considered by	20 March 2019 - Senior Leadership Team 15 April 2019 - Investment Board 14 June 2019 - Programme Board

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

Approve the award of £31.6m Devolution Deal funding to Coventry City Centre First City of Culture programme. This application includes a change control of funds of £11.6m from previously approved schemes and an additional £20m which is proposed to be moved from the Walsgrave and Binley development schemes.

1. Purpose

- 1.1. Coventry City Council is seeking £31.6m WMCA Devolution Deal funding to help deliver the infrastructure programme required to prepare the city for UK City of Culture 2021 and leave a lasting legacy. The investment is part of a total package of £44.83m investment into public realm and infrastructure. This is in addition to the £16.1m already committed by the council to support the wider City of Culture programme, including spend on cultural venues, production spaces. This investment by WMCA will build on the £150m city centre investment made by the City Council over the last 8 years.
- 1.2. The benefits to Coventry and the wider West Midlands are set out in the full business case and appendix related to BCR benefit. In conjunction with the Commonwealth games, the City of Culture gives a huge boost to the cultural identity and reputation of the West Midlands increasing its attractiveness as a place in which to invest, live, work and study.
- 1.3. To ensure the city is 'place ready' to become UK City of Culture 2021 and to maximize the benefits of this investment, the majority of the works are planned to be delivered by the end of 2020. It is therefore essential that funding is secured as soon as possible to enable programme certainty and construction to commence on the ground.

2. Background

- 2.1 For Coventry there is a need to change perceptions of the city in order to attract investment, retain talent and grow the visitor economy. For example, Coventry has one of the lowest graduate retention rates in the UK.
- 2.2 The City Council has been working to respond to this growing challenge over the last 8 years, with over £150m of improvements in the city's public realm and infrastructure. This has started to make a real difference in the look and feel of the city and is helping shape the drivers for people visiting the city centre, with more focus on links to culture, tourism and leisure alongside repurposing property in the retail sector. The City of Culture programme gives the council an opportunity to continue the transformation of the city and create a place that is attractive to innovators and investors and where people want to live, work and play.
- 2.3 The Coventry City Centre First - City of Culture programme is a revised programme of works which have been developed to target 5 specific areas of Coventry city centre in readiness for hosting of City of Culture 2021, along with some 2022 Commonwealth Games events, and to ensure a lasting legacy to promote ongoing economic growth for Coventry and the West Midlands. The programme aims to get Coventry 'City Ready' to welcome millions of visitors during 2021 and maximise the benefits of this fantastic accolade for the city and wider region to create a lasting impact.
- 2.4 A Strategic Outline Business Case (SOBC) was submitted in May 2018, requesting approval to progress directly to Full Business Case (FBC) within WMCA's assurance framework process. The FBC was submitted in September 2018 for £61.6m.

- 2.5 In light of WMCA funding availability within the timescales required for expenditure, Coventry City Council has since worked to revise the request for funding to a total amount of £31.6m. We have reviewed and refined our delivery programme, prioritising the scope to reflect the maximum benefit outcomes for the West Midlands and the direct impact towards the City of Culture readiness. Alongside this refinement the council have raised a change control form for £11.6m which was originally assigned for the ring road improvement schemes. The amount of the required further £20m would be pulled forward from further funding for Binley and Walsgrave schemes from our Coventry South package.
- 2.6 The council has taken a view that as we have refined our programme and the funding ask down by £30m we have sought to identify the projects which will have the most value for the City of Culture year, are deliverable in time for 2021 and will leave a lasting legacy by adding benefits for the people of Coventry and the West Midlands.
- 2.7 The key project outcomes are:
- Improvements to public realm in strategic locations across the city to improve access and the urban environment;
 - Enhanced lighting, safety and sustainability
 - Protecting places project
 - Improved connectivity
 - Improvements to the highway network in strategic locations to reduce congestion and improve network resilience
 - Creation of new cycle links
 - Improvements to Coventry's urban traffic control system through an enhanced communication network and utilising improved technologies, delivery of improved signage and wayfinding across the city, using Apps to help with journey planning and intelligent parking solutions;
 - Investing in improvements to park and ride facilities, coach parking and Pool Meadow bus station
- 2.8 To ensure substantial completion by 2021, a significant amount of preparation and planning work has been completed in the development of the City of Culture Programme. This includes the preparatory works, such as surveys, modelling and appraisals, required to support the development of the detailed design for the improvement schemes that forms the core of the project.
- 2.9 Some of the projects which have been partly Coventry and Warwickshire Local Enterprise Partnership (CWLEP) funded are now in the construction phase.
- 2.10 The bid for funding to deliver the programme for City of Culture is aligned with both the Coventry City Centre Area Action Plan and the Coventry Local Development Plan.
- 2.11 Planning applications have been approved though the CCC planning team
- 2.12 Early contractor involvement to support and inform the scheme design during the development of the work packages is taking place, along with design discussions with the CCC DLO (direct labour organisation) team. This involvement has assisted in the scheme design and in establishing robust scheme cost estimates.

2.13 The Full Business Case has previously been approved by TAP, IAG, Leadership team, Investment Board and Programme board.

3. Financial Implications

3.1 A total of £31.6m is sought from WMCA which will make up the remaining funding to be secured to deliver the £44.83m project. The £31.6m sought is not an additional ask of the WMCA programme but seeks to reallocate existing planned spend; £11.6m of which is from the already approved Ring Road Improvements scheme and £20m bought forward from the Walsgrave and Binley scheme, which was within the WMCA Investment Programme but was yet to enter the assurance process. The funding requirement is in addition to the £16.1m that the council have committed to deliver the wider city of culture programme

3.2 The decision-making process behind the reallocation of these funds was made based on ensuring readiness for City of Culture as a priority and generation of outcomes and benefits related to Coventry and the wider West Midlands for legacy purposes. The benefit cost ratio was recalculated accordingly, and assurance gained through the necessary WMCA funding processes.

The funding package for the scheme is as follows:

CAPITAL FUNDING – Infrastructure & Public Realm	TOTAL £m	Funding Status
WMCA Devolution Deal	31.6	June 2019 – WMCA Board
CWLEP Growth Deal	11.94	Funding secured
Other Public Sector	0.11	Funding secured
Private Sector	0.51	Funding secured
Coventry City Council	0.67	Funding secured in addition to £16.1m to wider city of culture programme
TOTAL CAPITAL EXPENDITURE	44.83	

CAPITAL FUNDING		TOTAL	2018/19	2019/20	2020/21	2021/22
		£m	£m	£m	£m	£m
WMCA Devolution Deal		31.60		10.16	18.06	3.38
CWLEP Growth Deal		11.94	3.40	6.54	2.00	
Other Public Sector		0.11	0.11			
Private Sector		0.51	0.06	0.45		
Coventry City Council		0.67	0.22	0.45		
TOTAL CAPITAL EXPENDITURE		44.83	3.79	17.60	20.06	3.38

3.3 The cashflow includes contingency for completeness, if not all contingency is required the Council would propose to allocate any spare funding against the programme to deliver uplift in quality and extent of works completed to maximise additionality, creativity and positive impacts of the project. This would take place subject to any change control process.

PACKAGE NAME	SCHEME NAME	TOTAL	2018/19	2019/20	2020/21	2021/22
		£m	£m	£m	£m	£m
DEVELOPMENT	Scheme Development	4.16	3.29	0.87		
RETAIL QUARTER	Upper Precinct	9.00	0.50	6.00	2.50	
	Smithford Way & Market Way	7.50		1.50	6.00	
	Corporation Street	0.45		0.45		
LEISURE QUARTER	Salt Lane / Shrub Walk	0.84		0.84		
	Greyfriars Lane Extension	2.15		1.50	0.65	
	Warwick Lane	0.23		0.23		
	Pepper Lane	0.49		0.49		
	Water Park Public Realm	1.48		1.48		
	Inspire / Bull Yard Hertford Street	0.85		0.85		
PUBLIC REALM	Anti-Terrorism	1.00		1.00		
	Public Realm Refresh	2.70		1.00	1.70	
VISITOR EXPERIENCE	Travel Planning Website	0.50			0.50	
	Screens & Digital	1.00			1.00	
	Drapers Hall / Bayley Lane	0.60			0.40	0.20

	Unity Lawn	0.06			0.06	
	City Centre Lighting Enhancement	1.00		0.25	0.75	
TRAVEL & CONNECTIVITY	Wayfinding	1.50		0.50	1.00	
	Canal Tow Path	1.23			0.50	0.73
	City Centre Cycling	1.50			1.00	0.50
	Pool Meadow / White Street	2.00			2.00	
	Bishop Street	0.70			0.50	0.20
	Fairfax Street / Britannia	2.75			1.00	1.75
	London Road Crossing	0.70		0.20	0.50	
TOTAL CAPITAL EXPENDITURE		44.83	3.79	17.60	20.06	3.38

- 3.4 The upfront costs of the project are being funded from a mix of public sector sources, including CWLEP Local Growth Deal. £0.6m was requested via the SOBC for scheme development, Coventry City Council is cash flowing this amount at risk until funding is secure.
- 3.5 In light of WMCA funding availability within the timescales required for expenditure, Coventry City Council has since worked to revise the request for funding to a total amount of £31.6m. We have reviewed and refined our delivery programme, prioritising the scope to reflect the maximum benefit outcomes and the direct impact towards the City of Culture readiness.
- 3.6 Alongside this refinement we proposed a change control form for £11.6m which was originally assigned for the ring road improvement schemes.
- 3.7 The amount of the required further £20m would be pulled forward from further funding for Binley and Walsgrave schemes from our Coventry South package.
- 3.8 Current cost estimates have been provided by cost consultants based on the latest design and market rates. This BCR has been recalculated as a result of the de-scoped price. A full BCR analysis and paper is attached to this report as requested at TAP.

4. Legal Implications

- 4.1 The delivery of the programme by CCC and its appointed sub-contractors is compliant with the State Aid Rules and the Procurement Regulations in accordance with Regulation 12 of the Public Contracts Regulations 2015.

5. Equalities Implications

- 5.1 The delivery of the programme by CCC and its appointed sub-contractors is compliant with the State Aid Rules and the Procurement Regulations in accordance with Regulation 12 of the Public Contracts Regulations 2015.

6. Inclusive Growth Implications

- 6.1 The programme will support the delivery of safe and vibrant communities through the creation of high quality public spaces which will help to bring communities together, as well as offering apprenticeship opportunities for local people during scheme construction and ensuring the city is accessible for all. The evaluation report from Hull 2017 identified that there was a strong sense of ownership among local residents: nearly all residents attended at least one cultural activity in 2017 (over 95%) and over half of the audiences attending cultural events in 2017 were from Hull. This outcome will be measured through the annual visitor's survey, which measures a number of parameters including perceived safety and compares to previous years. Participation by residents in cultural events will also be measured. Apprenticeship opportunities will be measured directly through construction contracts.

- 6.2 The Community Benefits Manager has a set of tangible measures, linked directly to the Public Sector Reform and the WMCA SEP all aligned to measure the direct social impact that the public realm development programme will have.

6.3 Wider WMCA Implication

The WMCA provides the scale and capacity to respond to the opportunity of devolution and go further and faster in enabling economic growth and the SEP outlines that the WMCA is determined to seize the opportunities offered through devolution to deliver a robust and ambitious vision for the West Midlands in 2030. Through providing support through Devolution Deal funding for the UK City of Culture 2021 and the Commonwealth Games 2022, the West Midlands has a unique once in a generation opportunity to invest in infrastructure to showcase the region and accelerate achieving its ambitious vision to help 'build a healthier, happier, better connected and more economically prosperous West Midlands'. For Coventry there is a need to change perceptions of the city as a place to visit and spend time in order to attract investment, retain talent and grow the visitor economy.

- 6.4 Coventry's City Centre First City of Culture programme supports the strategic objectives of the WMCA SEP, which includes delivering better transport links and infrastructure improvements, unlocking land for development, helping to promote health and wellbeing, and creating significant opportunities to boost employment, improve the environment and create a more economically prosperous West Midlands.

- 6.5 The support of the West Midlands Combined Authority in the bid process was a valuable part of the journey towards the award of City of Culture 2021 with input from the Mayor, other civic leaders and businesses to the process. Furthermore, the support of the WMCA has been an important aspect of showing regional support which will in turn leverage significant national investment into the economy of Coventry and the West Midlands via UK City of Culture.

6.6 City of Culture and the redevelopment of Coventry City Centre is anticipated to attract record numbers of visitors, and a number national partners have already visited the city and are committed to finding resources and support for Coventry. These include the BBC, Tate, Arts Council England, Channel 4, Heritage Lottery Fund, Spirit of 2012, Big Lottery, British Film Institute, British Council and national museums. The City of Culture Trust are working on plans for new talent pipelines to build skills and capacity in the city with partners such as the BBC and Channel 4 and others such as the Performing Rights Foundation and Clore Leadership. This is clearly an advantage for the wider West Midlands and not just for Coventry.

6.7 **Link to WMCA SEP outcomes**

Transport: The interventions will help to further improve Coventry's integrated transport network as well as creating infrastructure to unlock economic growth and improve access to employment opportunities. As well as making improvements to physical infrastructure, the enhancement of digital and communications infrastructure will also be an important part of creating a more resilient and efficient network, through improved urban traffic control, signage and wayfinding and the promotion of more sustainable modes of transport. Public transport will need to play a key part in supporting the success of both the City of Culture and Commonwealth Games. Having a safe and efficient transport network will be key to the success of City of Culture, as well as to that of the Commonwealth Games, and will help support a more resilient West Midlands network. This can be measured through a number of parameters, with the direct benefits will including metres of new road, cycle paths and footways constructed and improved and traffic flows compared to previous years where investment in urban traffic control is made. More indirect benefits include improved journey times, reflecting reduced congestion, increased patronage on public transport and increased walking and cycling activity for journeys to and from the city centre. Cordon counts for the city centre will be used to derive this data, supplemented by additional surveys of rail and bus passengers.

Health and Wellbeing: The creation of more accessible and attractive walking and cycling routes will help improve the city's health. Coventry became a Marmot City in 2013, and was one of seven cities across the UK invited to participate in the Marmot Network, which aims to improve the health, well-being and life changes of the people in Coventry and reduce inequalities. The provision of improved infrastructure to encourage physical activity and enable accessibility for all is vital to help improve the health of the city, and will support Coventry's age friendly city agenda. The indirect benefit could be captured via cordon counts as above.

Employment: The programme will offer a direct benefit in terms of the creation of over 500 construction jobs required to support delivery of the public realm and infrastructure works, as well as project managers, engineers and other skilled disciplines required to support programme delivery. The programme will target a minimum of 5% apprenticeships for construction contracts, supply chain and local businesses which will be a requirement of the procurement process. Once the infrastructure is in place, it will support improved access to employment sites, as well as unlocking land for employment opportunities and creating a more vibrant city centre environment to encourage inward investment and boost economic growth. This is all crucial to help achieve the target of 2,116 new jobs to be created by 2021 as a result of City of Culture, and to create a legacy to continue to boost prosperity and growth. This benefit can be measured directly by the number of construction jobs and apprenticeships created as a result of the programme of works and area of brownfield employment land unlocked.

Environment: The Transport and Innovation Exhibition will provide a great opportunity to showcase the latest cutting-edge technologies that are being developed, trialed and manufactured in our region. This includes Very Light Rail, connected and autonomous vehicles, electric private vehicles and taxis, electric buses and battery technology which will all help reduce carbon emissions, improve air quality and create a more sustainable future. Improved cycle and walking infrastructure will also help support this agenda through encouraging more sustainable travel. The council has recently adopted the Coventry Connected SPD, which includes travel planning requirements for new developments and parking standards. The council is also developing a Very Light Rail system and introducing electric vehicle charging points and promoting electric taxis. In addition, the Local Air Quality Action Plan includes support for residents and businesses to make sustainable travel choices.

Economic: This programme and all the above benefits will ultimately help to transform Coventry and the wider region to increase productivity and prosperity. We know that investing in infrastructure is critical to unlocking growth and recognise that City of Culture and the Commonwealth Games present a unique opportunity for the city and region that will act as a catalyst for growth that will help realise the benefits of investment at an accelerated rate. The programme will also contribute to improved connectivity to UKC and HS2 which is key objective of Coventry's strategic transport investment strategy to maximise the effects of agglomeration. A key market that this programme will help support is the tourism sector, which has to date suffered a lack of investment in Coventry. Investment in enhanced public realm to improve access to and the setting of some of the city's best heritage assets and destinations will help to boost tourism, attract inward investment and increase visitor spend in the city and wider region

7. Geographical Area of Report's Implications

7.1 The benefits to the West Midlands are likely to include:

- Tourism – more hotel beds sold and spin off promotion of attractions, events and festivals
- Significant work for cultural producers – RSC, Motionhouse, Birmingham Opera etc.

- Activation of new and improved transport infrastructure for events and promotion to national and international markets with the airport and other partners
- Potential links to education and health related programmes
- Media profile – through travel, arts, political and business journalists
- Increased access to world class culture in Coventry for West Midlands population – 43% of existing Coventry audiences are from elsewhere in the West Midlands
- Increased business engagement in culture with potential longer-term gains for the region – we already have several non-Coventry based sponsors
- Access to national partners who are also principal members
- Engagement in stakeholder events
- Potential West Midlands Growth Company involvement in major funding bids e.g. Explore England and in international marketing
- Spin off benefits to the region from national conferences linked to 2021
- Access to our research, monitoring and evaluation work
- Branding and association package commensurate with investment
- Legacy to support and enhance the regional visitor offer for the 2022 Commonwealth Games

8. Other Implications

- 8.1 The full BCR report attached provided detailed analysis of the Transport BCR of 1.25 and the Adjusted BCR of 1.88. In addition, the enhanced benefit report details at length benefits forecast regarding People, Place, Business and Economic Benefits. It also highlights the need to mitigate risk as a benefit to City of Culture delivery in 2021.

9. Schedule of Background Papers

Body	Date	Detail
WMCA SOBC	Sept 18	Initial SOBC
WMCA FBC	Feb 19	Revised FBC
WMCA TAP	March 19	TAP endorsed the Full Business Case to progress to IAG Investment Advisory Group
WMCA IAG	March 19	The investment case was approved to progress to WMCA Leadership Team.
WMCA Leadership Team	March 19	Approved to progress to Investment Board
WMCA Investment Board	April 19	Investment board approval given to progress to WMCA board

10. Appendices

BCR Summary report & all other supporting documents are available upon request to Pauline Russell, Programme Officer at WMCA: pauline.russell@wmca.org.uk



WMCA Board

Date	28 June 2019
Report title	West Midlands Homelessness Taskforce - Update and Forward Plan
Portfolio Lead	Public Service Reform & Social Economy - Councillor Yvonne Davis Chair of the Homelessness Taskforce Members Advisory Group - Councillor Sharon Thompson
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200 Jean Templeton, St Basils and Independent Chair of the Homelessness Taskforce
Accountable Employee	Henry Kippin, Director of Public Service Reform email: henry.kippin@wmca.org.uk tel: (0121) 214 7880 Neelam Sunder, Project Manager Homelessness Taskforce email: neelam.sunder@wmca.org.uk tel: (0121) 214 7849
Report has been considered by	Programme Board - 14 June 2019

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Note this update on the work of the West Midlands Homelessness Taskforce – and its basis in cross-regional collaboration to support the statutory role of local authorities.
- (2) Endorse the Taskforce’s proposed forward plan – including specific actions to add value around five key priority areas incorporating welfare reform, housing affordability, support for Housing First and public service collaboration.
- (3) Agree to providing oversight and accountability for the Taskforce within the mainstream portfolio arrangements of the WMCA, and via the scrutiny and support of the Members Advisory Group

1. Purpose

1.1 The purpose of this paper is to:

- (a) Update members on the purpose, work programme and progress to date of the West Midlands Homelessness Taskforce (WMHTF) – a partnership between local authorities, public services, civil society and business sector partners established by the WMCA in 2017.
- (b) Re-state the over-arching goal of the Taskforce – which is to support the ‘designing out’ of homelessness within the West Midlands: supporting and working with statutory partners to help tackle root causes, policy determinants and promote actions that make a difference to citizens, families and communities affected.
- (c) To request the Board’s approval of a forward plan that would further the work of the Taskforce – strengthening the underlying partnership, working constructively with local authorities and public services, and promoting its goals across the WMCA’s policies and programmes.

1.2 Homelessness creates misery for citizens, families and communities. Its determinants are complex – a mix of funding cuts, policy choices, local circumstances and the ability of the system to come together in preventing and relieving its effects. Against some of these factors, this region has been pushing against the tide – with the effect of macroeconomic change, national welfare policy and the fiscal squeeze on local government being felt acutely in this region.

1.3 Homelessness is a complex issue which requires a whole system approach and in reality is addressed:-

1. At a local level through a variety of interventions led by Local Authorities strategically, statutorily and in local delivery partnerships
2. At a Combined Authority level where collaboration efforts and approaches add real value.

1.4 The Homelessness Reduction Act 2017(HRA) came into force April 2018 and extended the responsibilities of Local Authorities, especially around the prevention of homelessness. In addition the HRA has increased expectations that local partners meaningfully collaborate, including via the ‘duty to refer’ by public bodies, for homelessness assistance, of those threatened with homelessness. In the West Midlands there is a long history of activity to prevent and relieve homelessness, with outcomes that have often been better than comparative national data. But the headline figures are clear; they tell the story of how difficult (and systemic) an issue homelessness is to resolve within the current national policy context.

- 1.5 The purpose of the Taskforce has been to ensure we are drawing on all of our collective resources and partnerships within this difficult context, and working as collaboratively as possible – across the region’s political differences – to do it. The WMCA and Mayor have no statutory responsibilities specifically for homelessness – and nor does this paper attempt to suggest they should have. The Taskforce was, rather, created to work in a space where regional collaboration and collective intent can help access resource, promote better coordination and practice, and support local partners. The means through which it has done this to date are outlined below.
- 1.6 The opportunity to use convening power to work together to tackle common challenges of public concern has also seen homelessness identified as a priority by Mayoral Combined Authorities in Greater Manchester and Liverpool City Region CAs – with a similar emphasis on shared endeavour and the provision of coordination and support for local statutory authorities.
- 1.7 The Taskforce itself was launched in May 2017. It has received the support of all constituent members who are represented at an officer level on the WMHTF and lead members within a Members Advisory Group, comprising portfolio holders for homelessness within each of the constituent Local Authorities with representation from non-constituent members. It has added value to local authority provision in several areas – though as the figures suggest, this is against the backdrop of acute funding, policy and economic challenges which the whole system is having to deal with.
- 1.8 The partnership is now entering a period in which clarity of purpose, strength of collaboration and transparency will be crucial to the ongoing work and resilience of the Taskforce. This is why we are returning to WMCA Board to outline the forward plan and to seek approval, support and a steer from Members on that basis.

2. Background - The WMCA and Homelessness

- 2.1 Homelessness is a matter of real public concern and significant political importance. It has a substantial negative impact upon individuals and families affected, and wider social and economic consequences that are felt by citizens, communities and the public services around them.
- 2.2 Whilst the most visible form of homelessness, rough sleeping, has seen a 42% increase since 2017, this was against a backdrop in prior years of a regional and local trend of holding numbers steady and at a lower than average level. Concerted action continues to address the numbers of those rough sleeping and feedback from more recent counts estimate a lower number than those reflected in the November 2018 count. The wider less visible challenges also include the significant number of households with children in temporary accommodation. Five of the seven Local Authorities within the constituent WMCA have significantly higher rates of acceptances of statutory homelessness than the national average. The top three headline reasons in the region reflect the national picture: Ending of assured shorthold tenancies; Domestic Abuse; Families no longer willing or able to accommodate. Behind every application there are distinct personal circumstances and experiences.

- 2.3 The wider structural and policy context reflects the pressure on available affordable housing, the impact of public sector cuts to support services, alongside impacts of welfare reform including the freeze on housing related benefits. The overall financial cost of homelessness is expected to reach almost £300m by 2020, not including the social and health costs to families, children and vulnerable adults.
- 2.4 The prevention and relief of homelessness and the resources relating to that sit with each of the constituent local authorities, with committed leadership at local authority level optimising resources and addressing specific local situation. The intention of the Taskforce has been to work collaboratively across sectors to augment this picture – not to challenge or undermine it. This remains the goal.
- 2.5 The original intention was that the regional scale and convening purpose of the WMCA should bring added value to existing work on homelessness, especially as it touches upon so many different determinants and areas (such as economy, skills, housing and wellbeing) in which the WMCA has some ability to act. The Homelessness Taskforce was thus established as a body around which expertise, collaboration and resources might be formed. The Taskforce is independently chaired by Jean Templeton, CEO of St Basils. Political oversight is provided by a Members Advisory Group, chaired by Councillor Sharon Thompson, Cabinet Member for Homes and Neighbourhoods in Birmingham.

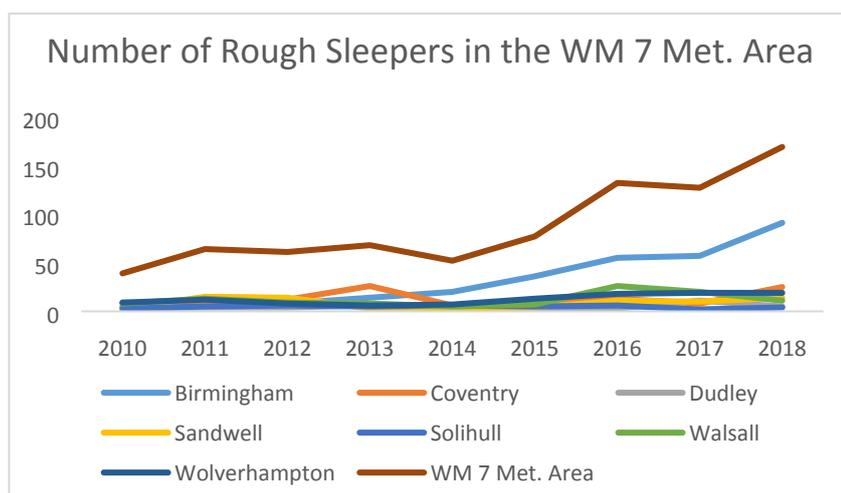
3. The National Picture and Local Action

- 3.1 Efforts to reduce and prevent homelessness in the West Midlands take place within a difficult national context – one in which some progressive policy and legislation has been passed, but against a backdrop of real fiscal and economic challenges.
- 3.2 Government set a national target in March 2018 to halve rough sleeping by 2022 and eliminate it by 2027. Government then established its own Rough Sleeper Taskforce, with an advisory panel including the Mayor and the WMHTF Chair. The Rough Sleepers Unit at the MHCLG has been strengthened, with the intention of better performing its role to advise and fund specific workstreams relating to the reduction of rough sleeping within Local Authorities.
- 3.3 The figures for the 2018 rough sleeper count show an increase in rough sleeping from 295 to 420 (+42%), although the rate per 10,000 households across the whole region is lower than the national and regional average (1.5). The count in the West Midlands 7 Met area increased from 127 to 169 (+33%), mainly due to increases in Birmingham (from 57 to 91, up 60%) and Coventry (from 8 to 25, up 213%). The region has areas with high levels of temporary accommodation use. As the data below show, these figures are part of a medium term regional and national trend, although more recent counts reflect activity to reduce numbers of those rough sleeping. Street activity unrelated to homelessness is also an issue that Local Authorities are grappling with.

Snap shot Rough Sleeper counts and estimates submitted by local authorities to MHCLG in Autumn 2017 & 2018 (as above- these may be subject to recent change)

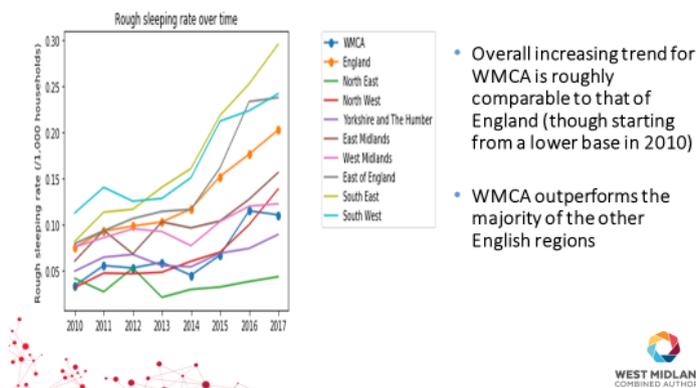
Area	2017	2018	Change 17 - 18	% Change 17 - 18
England	4751	4677	-74	-2%
West Midlands	295	420	125	42%
WMCA	127	169	42	33%
Birmingham	57	91	34	60%
Coventry	8	25	17	213%
Dudley	11	5	-6	-55%
Sandwell	10	14	4	40%
Solihull	2	4	2	100%
Walsall	10	11	-9	10%
Wolverhampton	19	19	0	0%

Data source: MHCLG, 2019



Data source: MHCLG, 2010 - 2019

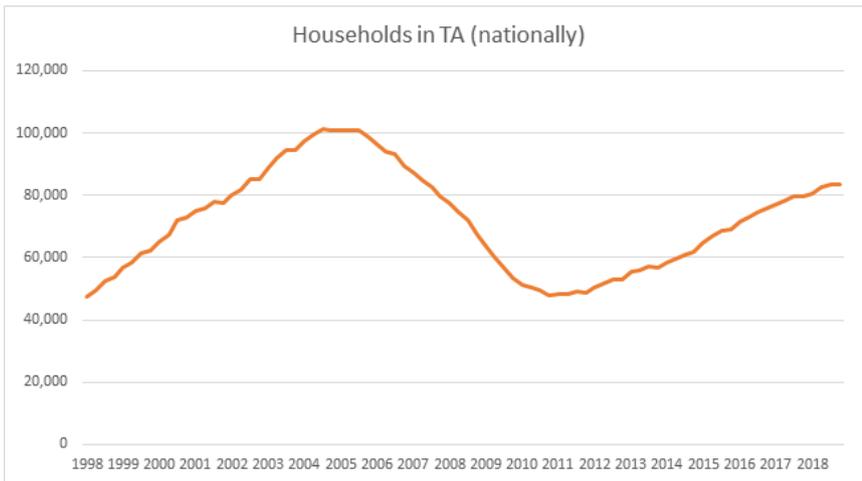
Rough sleeping by English region



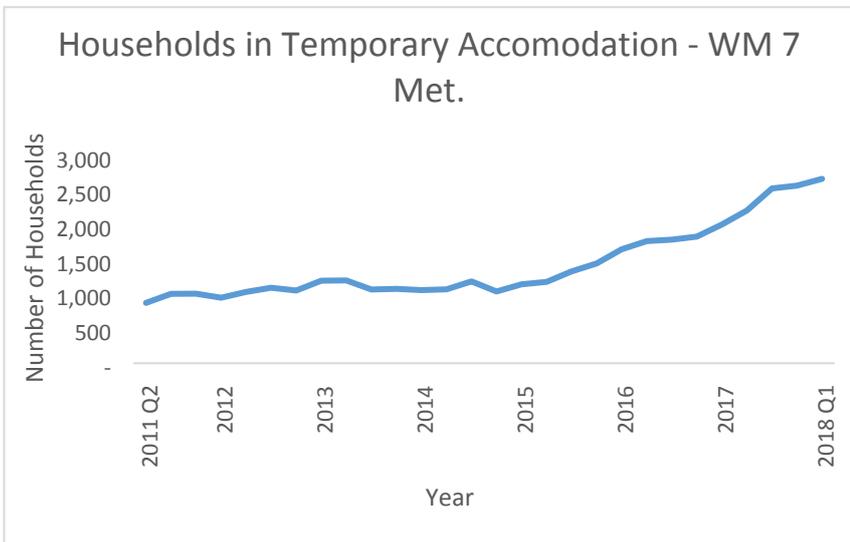
- Overall increasing trend for WMCA is roughly comparable to that of England (though starting from a lower base in 2010)
- WMCA outperforms the majority of the other English regions



Data Source: MHCLG, WMCA, CGI



Data source: MHCLG, 2019



Data source: MHCLG, 2011 - 2018

- 3.4 Each Local Authority, in the context of having legal responsibilities, powers and resources, has continued to deliver and develop a range of provision to prevent and relieve homelessness within their Local Authority area. With the additional responsibilities attached to the Homelessness Reduction Act, Local Authorities have reviewed homelessness strategies and incorporated specific plans in relation to rough sleeping.
- 3.5 The expansion of the Rough Sleeper Unit at MHCLG, and the inclusion of a greater number of Local Authorities within the Ministry's primary remit, has led to further Local Authorities receiving grants under the Rough Sleepers Initiative. These grants are funding a range of initiatives including expansion of outreach services, provision of accommodation access, and commissioning of services for those with poor mental health and substance misuse.
- 3.6 Local Authorities have also sought to protect budgets that fund services that prevent and relieve homelessness. Activities including advice, emergency accommodation, floating support, and supported housing are commissioned in most areas across the WMCA area.

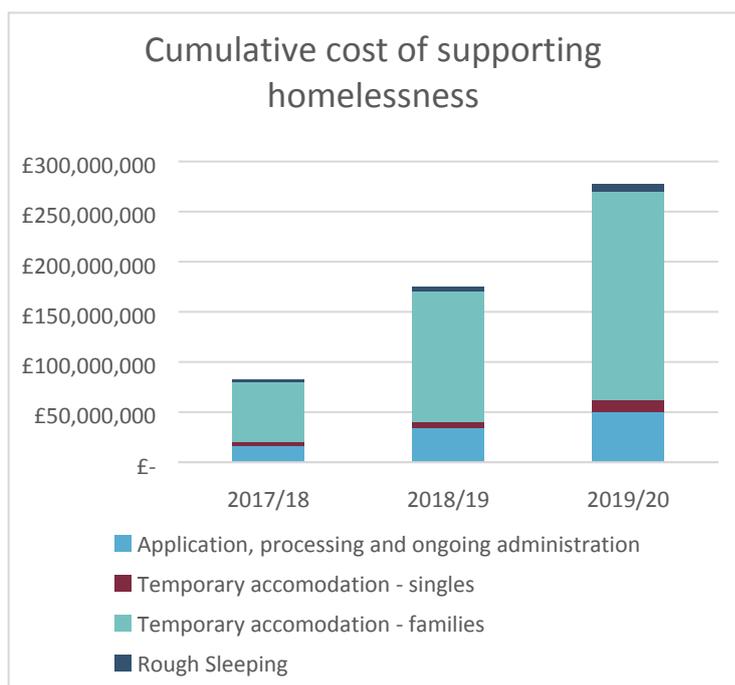
3.7 Delivery models across the Local Authorities have varied, as do the challenges, with responsibility and leadership coming from a range of different places within Local Authorities. This includes Public Health and Housing Departments. It is clear that the prevention and relief of homelessness is a priority across all of the region's authorities.

4. Understanding the Impact of Homelessness in the WMCA region

4.1 The first task of the WMHTF was to understand the evidence base: on the causes and effects of homelessness, and on the impacts on individuals, families and on the public purse. The consultancy KPMG undertook pro-bono work in 2017 on behalf of the Homelessness Taskforce looking at current data on homelessness, trends and attaching financial costs to scenarios.

4.2 Based upon 'do nothing' projections, this work estimated that the cost of supporting the immediate presenting needs of homeless households in the West Midlands by 2020, to rise from circa £100m to £278m. This includes the:

- Cost of homeless applications £50.7m
- Temporary accommodation for single homeless £20.1m
- Temporary accommodation for homeless families £20.8m
- Additional cost of rough sleeping £7.8m



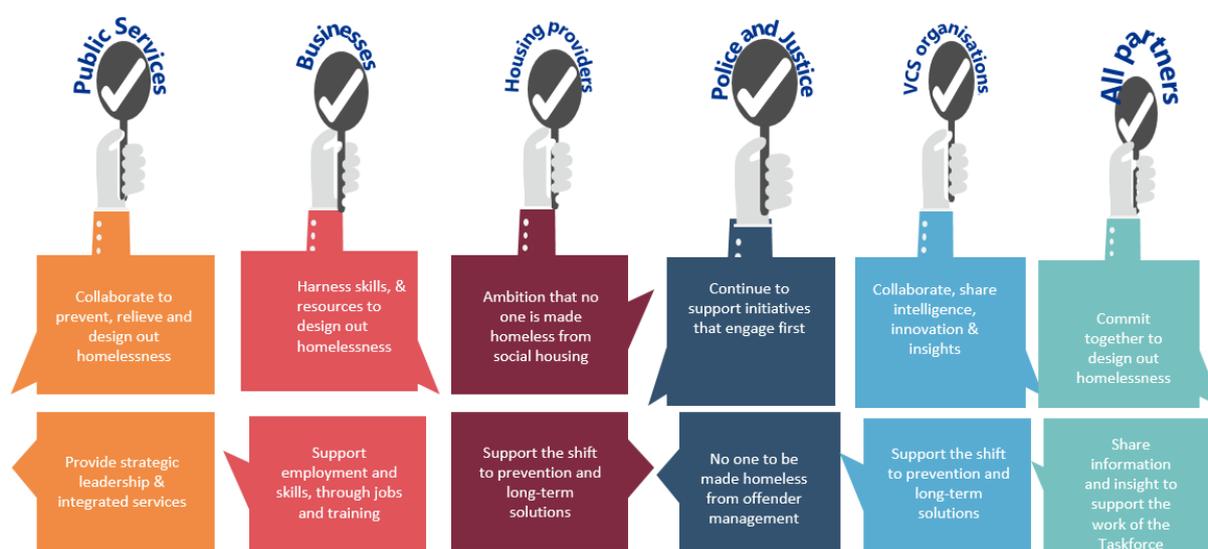
4.3 This work, which we hope to update over the coming months, forms an important part of the regional case for change. Note that the Homelessness Reduction Act has brought a change nationally in homelessness data reporting requirements, and these changes have resulted in delays in the availability of data to analyse. We also anticipate that, in the short term, costs will increase as a result of the additional duties to a wider cohort through the HRA. Early adopter experience indicates that as prevention activities take effect, the costs of statutory homelessness will reduce.

4.4 In April 2019 St Mungo's and Homeless Link published a major report on the loss of expenditure in the homelessness sector by region (as well as the national picture in light of fiscal austerity). In the West Midlands this showed a 59% reduction in funding of single homeless services between 2008/9 and 2017/18. For families there was a 15% increase in the same period – much of this relates to the increase in costs of placing families in temporary accommodation. Overall this represents a 42% reduction in spending power.

5. Context and Background to the Homelessness Taskforce

5.1 The WMHTF has an independent chair. It comprises senior officers from the seven constituent WMCA local authorities alongside other public and voluntary sector agencies, as well as representation from the Business community and Housing Association sector. Other agencies represented include DWP, National Housing Federation, Crisis, Women's Aid, West Midlands Fire Service, Public Health England, West Midlands Police, Office of the Police & Crime Commissioner and Gowling CLG (representing the business community). The Taskforce has taken time to build a collaborative programme and a shared vision.

WMCA Homelessness Taskforce – our commitments to making a difference



5.2 Whilst rough sleeping can draw the greatest concern and activity, partners recognise rough sleeping as the 'tip of an iceberg' of homelessness. The activities of the WMHFT are therefore committed to supporting local authorities and public services in addressing the prevention and relief of homelessness in all its forms.

5.3 This follows the key principles of:

- Achieving System Change
- Working Collaboratively
- Connecting Mainstream Strategies
- A People Centred Preventative Approach

5.4 Due to the varying nature of homelessness and how the law varies in the way in which it affects homeless people, Task Groups (reporting to the Taskforce) were set up reflecting the primary affected groups – Rough Sleepers; Children & Families; Young People (16-25) and Older Singles (25+). These groups do not exclude other cohorts of homelessness, nor cross cutting issues, which are picked up within the Task Groups or the work of the Taskforce.

5.5 Each Task Group (made up of a small number of WMHTF members) undertook a review of homelessness against a 'positive pathway' model of prevention, relief and recovery. From those Task Groups arose key gaps, challenges, asks and areas where change is sought. These are outlined below:

6. Key Gaps and Challenges identified through each of the Task Groups

Rough Sleepers

- Gaps in resources for consistent multi-disciplinary Street Intervention Team approach.
- Gaps in physical health nursing, drug and alcohol treatment, and mental health prevention and crisis interventions.
- People who are migrants and understood to have 'no recourse to public funds' having very limited options in support and means to exit the streets.
- Public understanding of homelessness, the relationship with street begging, and opportunities to positively help.
- Accommodation and support that is accessible and sufficiently extensive that can help the most excluded, entrenched and with greatest support requirements.

Children & Families

- Financial inclusion is not sufficiently consistent and resilient, specifically lacking access to timely benefit and financial advice, dealing with Local Housing Allowance shortfalls, and the impact of regulations around benefits including Universal Credit.
- Communications that convey key messages to the public and especially those at risk, and make use of key contact points with the public.
- Temporary accommodation use is at very high levels including bed & breakfast provision.
- Lack of options and access to suitable accommodation, including competition for limited resources, especially the affordable, larger family homes.
- Enabling people to stay in their own homes; targeted prevention can provide a means of avoiding homelessness occurring, opportunities exist in areas of employment, debt, antisocial behaviour, and domestic abuse.
- Those with the highest levels of presenting needs are also the hardest to house, including those with multiple needs, intentionally homeless, repeat customers, and large families.
- Access to, and best use of, stock, and stock development are not consistently achieved across the WMCA area, with varied practice and priorities across the region.

Young People

- Affordability and access to the Private Rented Sector, including the limitations imposed by the Local Housing Allowance.
- Lack of a consistent youth housing offer which includes the relationship between employment and affordable housing.
- Access to good early advice relating to decision making around housing options.

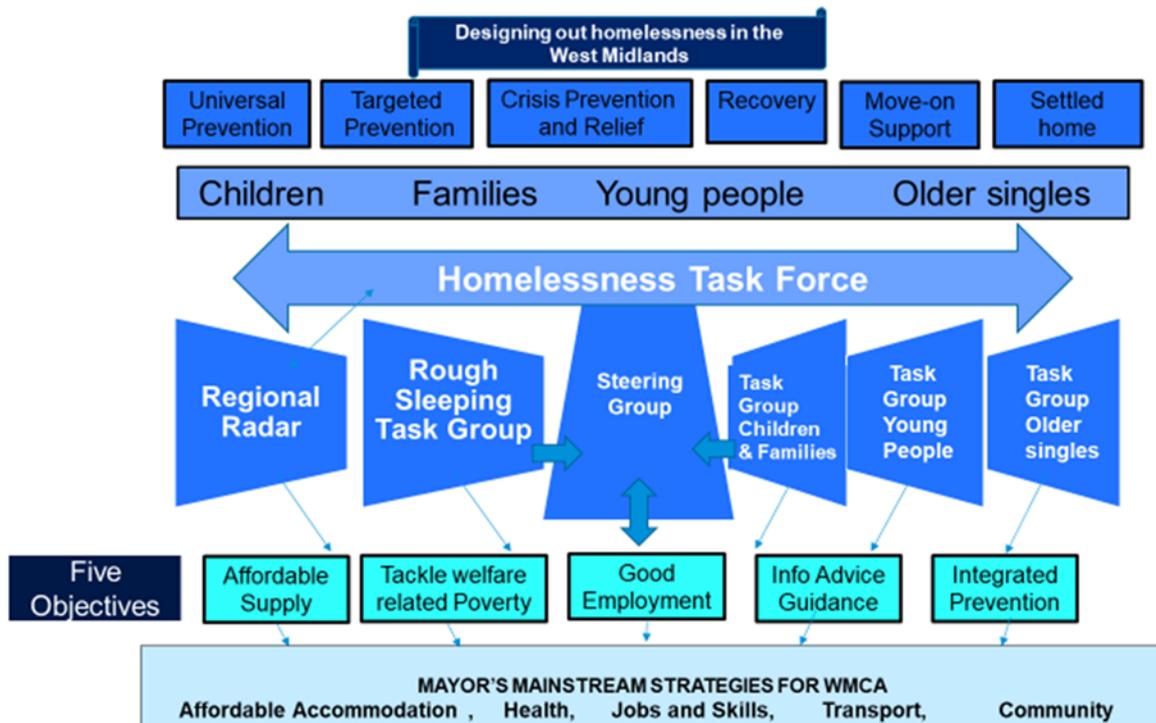
- Good employment contracts that enable security of income and work.

Older Singles

- Housing advice and financial advice need to be made available early.
- An opportunity for businesses to work with people with lived experience of homelessness, not only providing good employment opportunities, but also understanding the signs of employees with financial and housing problems.
- Tenancy breakdown within the Private Rented Sector.
- People often not knowing where to go for support and advice.
- People being made homeless as a result of leaving a public institution e.g. Prison, NASS accommodation, hospital discharge, or facing challenges of domestic abuse or having no recourse to public funds.
- Affordability and access to housing, welfare policy is a significant barrier for people on low incomes and in crisis from sustaining their tenancies.

7. Five Objectives for the Taskforce

7.1 The issues raised by the Task groups were distilled by the WMHFT into five headline objectives for the West Midlands - represented visually on the 'plan on a page' below. The diagram makes clear the 'life cycle' approach taken by the Taskforce, and the extent to which a whole system approach will be needed to make a long term impact on the issue. The funding issue is critical – but so is the need for better and more coordinated policy around poverty, welfare, work and housing alongside more systematic public service collaboration.



7.2 The WMHTF has been clear that, to be as embedded and effective as possible, its five objectives must be built into the mainstream strategies of public services (and the WMCA), and must draw from and be reflected across regional practice. We are beginning this journey and welcome a steer from WMCA members as to how this can best be achieved beyond the specific remit of the WMCA itself. We will continue to look to Taskforce members and the Members Advisory Group for advice on what actions add real value to existing local authority provision. This builds on the following:

The 5 Objectives:-

1. **Accessible, Affordable, Accommodation;** actions for the WMCA include:
 - Establishing a West Midlands definition of 'affordable' accommodation that supports the principle of designing out homelessness and relates to ability to pay, rather than arbitrary national ratios.
 - Ensuring that housing development enabled by WMCA maximises affordable homes aligned to need; and
 - Promoting the aspiration amongst social landlords that no one is made homeless from social housing
2. **Tackling Welfare Related Poverty;** actions for the WMCA include:
 - Supporting the case for reform of evidenced negative impacts arising from Universal Credit; and
 - Supporting the early review of Local Housing Allowance rates with a view to preventing and alleviating homelessness
3. **Access to Good Employment;** actions for the WMCA include:
 - Promote and enable the Youth Housing Offer which supports work and independence
 - Align Employment Support Framework to enable access to work for homeless and vulnerable groups
 - Promoting to employers their role in preventing homelessness, supporting the homelessness sector and creating employment opportunities, through Thrive, a Mayors Pledge and other initiatives
4. **Information, Advice and Guidance;** actions for the WMCA include:
 - Deliver a public facing, homelessness web resource (such as Street Support) of information and advice for the West Midlands; and
 - Support and develop Alternative Giving Schemes (such Change into Action which was launched in Birmingham) across the WMCA area
5. **Integrated Prevention;** actions for the WMCA include:
 - Working in partnership with the Chartered Institute of Housing on a collaborative programme (beginning with a series of cross-sector workshops) to build upon the new 'duty to refer' within the Homelessness Reduction Act and promote and establish a voluntary 'commitment to collaborate' across public services. This will include colleagues in Health, Criminal Justice and DWP.

8. Members Advisory Group

- 8.1 It is important to the Taskforce Chair and members that the work noted above is consistent and robust enough to achieve political consensus, to clearly add value to local efforts, and be resilient to short-term policy changes. We have therefore established a Members Advisory Group (MAG), which supports the governance and operations of the Homelessness Taskforce. This is constituted of the Housing/Homelessness portfolio holder for each of the Constituent Members plus a representative of the non-constituents, and is chaired by Councillor Sharon Thompson, Homes and Neighbourhoods Cabinet Member for Birmingham.
- 8.2 The MAG has written to the Mayor and CEO of the WMCA, commending the 5 Objectives and the ambition of embedding these objectives into the mainstream strategies of the WMCA.
- 8.3 The MAG has offered to provide oversight and scrutiny function on behalf of the WMCA to the Homelessness Taskforce and to help overcome barriers to achieving its objectives. That is ensuring that all new, and where possible, existing programmes incorporate the objective of designing out homelessness; and that the WMCA adopt and progress work to achieve its five Objectives. The Mayor and CEO of the WMCA responded, indicating their commitment to do this. Ultimately, accountability rests with constituent authorities and the WMCA Board.
- 8.4 The task of 'designing in' the prevention of homelessness into mainstream strategies and programmes is ongoing. Representatives of each WMCA Directorate are meeting monthly to progress this work. We will need the support and steer of members to ensure this internal coordination is reflected in collaborative practice across the region.

9. Moving Forward – the ongoing work of the Homelessness Taskforce

- 9.1 Statutory responsibility for homelessness rests clearly with constituent Local Authorities. The focus of the Taskforce has been to contribute through joint working on the wider systemic issues which can support Local Authorities to achieve systemic and structural prevention. Our approach is in line with other combined authorities – which also emphasise the convening role of a Mayoralty, and the power of collective commitments around prevention, referral and relief.
- 9.2 By engaging across sectors, the Taskforce is seeking to spread the commitment to collaborate to prevent and relieve homelessness, and where possible to inform the WMCA's emerging strategies and development programmes to 'design in prevention and design out homelessness.' This has to be a whole system commitment.
- 9.3 Each Local Authority retains the duty and resources to prevent and relieve homelessness and to have a strategy that sets out both (a) how this will be done in relation to homelessness in general and (b) specifically in terms of rough sleeping. The varying size of Local Authorities and other factors means that the challenges and solutions can be quite different according to local circumstances. The Homelessness Taskforce and the Task Groups are contributing to sharing intelligence, approaches and support across the constituent Local Authorities. It will continue to work with a mindset of listening, learning and adding value where the TF and the WMCA is best placed to do so.

9.4 The following sections outline specific strands of current and planned work for the TF:

10 Housing First & Other Initiatives

10.1 In addition to the systemic work of the WMHTF, there have been a number of specific achievements including

- A £9.6 million allocation to pilot a Housing First programme across the region;
- Change into Action – an Alternative Giving Scheme launched in December 2017;
- A partnership with National Express West Midlands providing over 3000 travel tickets to homeless people in crisis to facilitate access to accommodation and support;
- Faith & Homelessness conference and publication; and
- Sector specific consultations on Commitment to Collaborate to prevent and relieve homelessness (begun in May 2019)
- A Winter Plan which was agreed last year as part of the regional support mechanism for partners across the West Midlands.
- A £91,000 grant from MHCLG to prevent and relieve homelessness amongst veterans

10.2 Housing First represents a successful example of constituent authorities and the WMCA working together to secure £9.6m of central government funding, building on early work already happening within the region. The Housing First model was introduced in a 2018 WMCA Board Paper. It is based on the simple premise that the provision of stable housing is the best platform for people with the most complex needs to begin supported recovery and move away from rough sleeping. The model has been successfully applied in the U.S. and Europe, as well as here in Walsall.

10.3 The WMCA is one of three combined authorities that have received a government grant, and each have taken a slightly different approach. We have allocated the full grant amount to Constituent Local Authorities, each of which identified their local needs and ambition for Housing First, and a commitment to deliver a successful pilot. We are especially grateful to Birmingham City Council who did much of the preparatory work, are overseeing the mobilisation, and are the accountable body.

10.4 Since November 2018, through the early adopter models mobilised by local authorities in Birmingham, Dudley, Solihull, Walsall, and Wolverhampton, 55 individuals have been supported and accommodated at year end 2018-19. This met the revised target for 2018-19; there are now challenging targets for 2019-20 and 2020-21. Each Local Authority across the WMCA is currently working to award and mobilise operational Housing First support provider contracts.

	Units Target April 2021	Year end 2018-19	Total Funding Allocation
Birmingham	274	11	£4,073,633*
Coventry	110	0	£1,666,582
Dudley	14	4	£289,799
Sandwell	55	0	£935,137
Solihull	27	1	£518,163
Walsall	88	31	£1,331,032
Wolverhampton	49	8	£785,624
Total (up to)	617	55	£9.6m

*includes project management and data management costs

10.5 In support of Local Authority delivery of Housing First, the Homelessness Taskforce has:

- Brokered WMCA sponsorship of an event for social housing providers to promote partnerships with Local Authorities in delivering Housing First. A second of these is scheduled for 20th June 2019.
- Leveraged bespoke DWP support for Housing First in support of landlords and tenants.
- Convened a meeting of Local Authorities, Housing First providers; mental health practitioners and commissioners to identify opportunities for gaps to be addressed.
- The Taskforce and WMCA will continue to be responsive to LA needs and support where appropriate and where needed.

11. Proposed Forward Plan

11.1 The following points outline the proposed forward plan for the Taskforce. As noted above, the Homelessness Taskforce is entering a crucial period in which it will need to identify some key areas of work on which to apply limited focus and resource. In identifying and presenting these the Homelessness Taskforce seeks the support – and steer – of the Board in achieving these objectives collaboratively. They are summarised below:

- Accommodation* – promoting truly affordable housing that reflects real regional need
- Welfare* – lobbying for changes to Universal Credit, Local Housing Allowances and Private Rented Standards
- Housing First* – ongoing support for delivery of our West Midlands pilot programme
- Rough Sleeping* – doing everything we can to support Local Authorities in delivery
- Collaboration* – convening public services to embed a commitment to prevent and relieve, and work with Landlords to operationalise the ambition to make no one homeless
- Business* – promote their role in supporting prevention, relief and opening employment opportunities as a way to recovery
- Ring-fenced Fund* – a means of providing financial support to specific projects

11.2 These are outlined in more depth below:

Access to affordable accommodation

- 11.3 Working with the Housing & Regen directorate at WMCA, the Homelessness Taskforce is supporting the development of a local/regional definition of affordable accommodation in the West Midlands context. Alongside that will be support for a development programme that reflects the prevention and relief of homelessness across the region.
- 11.4 The WMCA collectively has the opportunity to be a trailblazer for schemes which meet the needs of those currently struggling to find and keep affordable housing. In addition, the commitment to collaborate from social landlords includes an ambition that no-one is made homeless from social housing. WMHAP are exploring innovative ways of supporting families to sustain their home, even when the tenancy is jeopardised. The evaluation of Housing First will illustrate the importance of longer term skilled support for those with multiple and complex needs.

Welfare Related Poverty

- 11.5 Reflecting the availability and access to affordable accommodation, as well as matters of welfare related poverty, the Taskforce has identified difficulties in the operation of Government policy on the payment of housing cost entitlement which are having major negative impacts on homelessness in the region. In line with Government and regional commitments to look at quality, standards and affordability in the private rented sector and develop new policy options, this paper recommends four key actions to mitigate the impact of current policy on homelessness in the region.
- 11.6 Four specific proposed actions (including specific asks to Government) are:
1. Limit the application of the LHA Shared Accommodation Rate (SAR) to those who are actually living in private rented shared accommodation.
 2. End the freeze on LHA rates and revalue for all types of accommodation - reinstate the LHA value to the 30th percentile of locally available private rents.
 3. Develop a new “deal” (LHA+) with PRS landlords who are willing to commit to good standards and fair access. This would involve landlords agreeing to meet the “decent homes” standard, provide reasonable lengths of tenancy, and accept tenants referred by local authorities. This could equate to social rents at 50th percentile. (Through this means, the problems associated with the non-commissioned exempt accommodation provision would start to be addressed).
 4. Improve the functionality of Universal Credit rent to be paid direct to the landlord by requiring Jobcentre staff to proactively offer this flexibility to all tenants from the start of tenancy, regardless of past vulnerability or rent history. This option should also be revisited if a tenant has a change in circumstances regarding their housing. This action will also reduce rent arrears and ultimately homelessness in the social housing sector.
- 11.7 Each of these actions would lead to a significant improvement in the contribution of the private rented sector. Taken together they could lead to a real improvement in homelessness outcomes. The Taskforce will continue to make this case for change through all available routes.

Housing First

- 11.8 The Homelessness Taskforce will continue to support the Housing First pilot, Birmingham as Accountable Body and Local Authorities in their delivery of the programme. The Homelessness Taskforce will provide scrutiny to the Housing First pilot, as collectively agreed, including a particular interest in seeing a measurable reduction in rough sleeping as people are housed and supported. The Homelessness Taskforce will continue to provide particular support in seeking to broker mental health services for Housing First, as well as access to suitable accommodation.

Rough Sleeping

- 11.9 The Rough Sleeping Task Group is now Chaired by an officer of Coventry City Council, and due to the ongoing and acute challenges of rough sleeping, will continue to function. Specific areas of work identified are:-
- The recording and learning from rough sleeper deaths
 - The provision of health services for rough sleepers (including drug related factors) – through work led by PHE
 - The approach to severe weather and communication around this
 - Approaches to enforcement, welfare provision, and alternative giving
- 11.10 Rough sleeper counts scheduled for Autumn 2019 will provide an important indicator measure of the impact of Housing First and other Local Authority measures of service delivery, of initiatives supported by the Homelessness Taskforce; and should show us where the WMHTF can support activities may need to be strengthened and/or approaches to date evaluated.

Strengthening Regional Collaboration

- 11.11 We have noted above that a systemic approach to homelessness prevention requires effective collaboration and partnership working. History tells us this has not always been prevalent – in this region or beyond. The Homelessness Reduction Act now requires certain public bodies to refer homeless people. But as a region we can go further. The ambition of the Homelessness Taskforce is for a much wider voluntary ‘commitment to collaborate’ to be adopted. This would see commitments made across our public services to work more closely together to ensure that no one is made homeless through failure demand, and that Local Authorities are better supported by the system in discharging their HRA duties. Birmingham has achieved early adoption from Birmingham Social Housing Partnership, trialling the Pathway model as a template and currently consulting with the City’s Health partners.
- 11.12 The WMHTF is being supported by the Chartered Institute of Housing to extend this approach across the region by conducting a series of focused workshops with public service partners (within key sectors including Health, the criminal justice system, DWP and with West Midlands Housing Association Partnership WMHAP) to design this ‘commitment to collaborate’. This will be a national first and an important plank of the region’s public service reform approach.

11.13 The WMCA has recently received a £91,000 Section 31 grant from MHCLG for work to prevent or relieve homelessness amongst veterans in the region. Proposals for this work are in development.

Business involvement

11.14 Businesses have offered meaningful support to the WMHTF, and offer an important route to prevent, relieve and help recovery from homelessness. The Taskforce has a distinct proposal to business:-

- a. Prevent homelessness by helping people remain in employment and to receive support that can prevent homelessness through their employer.
- b. Relieve homelessness by providing the right sort of support to the agencies and charities that work with homeless people.
- c. Help recovery from homelessness by enabling access to employment for people who have experienced homelessness.

11.15 The Homelessness Taskforce proposes to work in partnership with Business in the Community; Thrive into Work; Thrive at Work; Chamber of Commerce; Business Improvement Districts and others to achieve this.

Ring-Fenced Fund

11.16 The position of Mayor of the West Midlands can attract additional resources to particular causes. A number of projects, with the capacity to support the work of the Taskforce across the region, have been identified, but need funding. It is proposed that a specific ring-fenced fund (or similar) will be established with a focus on securing financial support for homelessness services across the region. This must be done without redirecting existing resources away from current programmes. Programmes proposed for such funding – the creation of a mainstream business proposal around homelessness, through the BITC good work framework; the establishment of a regional digital platform for homelessness service information and networks for giving and receiving support (for example Street Support).

12. Conclusion

12.1 The Homelessness Taskforce has brought together people from across sectors, disciplines and Local Authorities to take a fresh look at homelessness with a view to adding to local efforts and achieving 'prevention by design' in the developing strategies, systems and programmes that the Combined Authority creates. There has been a tremendous amount of goodwill, commitment and generosity of time, ideas and contributions. It is rare that there is an opportunity to trailblaze systemic change. It is much harder to change existing systems which are already under immense pressure. This has inspired those involved in the Taskforce to be ambitious and plan for what we want to achieve, not just what we want to avoid. We are now asking for the support of the WMCA Board to embed the collective work of the taskforce and approve the commitment to design out homelessness in the developing work of the CA.

13. Financial Implications

- 13.1 The Homelessness Taskforce was set up with minimal resources and considerable pro-bono support. There are no immediate financial implications arising from this report. However, some of the proposed actions underpinning the 5 objectives will require investment, and we recognise this will need to come from a mix of local, regional and national sources. As a Taskforce and as a region, we are committed to making a clear and pressing case to central government as to the need for properly funded mainstream public services which can support homelessness prevention on an ongoing basis.

Specific Financial Implications of Housing First:

- Funding for the Housing First pilot is provided by MHCLG directly to Birmingham City Council via a Section 31 grant agreement. The total funding over the 3 years of the pilot is £9.6m.
- 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.
- The second year tranche funding will be released shortly and the third year tranche in April 2020. The exact yearly allocations are subject to ongoing review.
- It will be the regions' responsibility to provide assurance to the MHCLG that funding is accounted for and is only applied to pilot-based activity.

14. Legal Implications

- 14.1 As this report makes clear, WMCA does not have specific statutory duties in relation to housing and homelessness. These powers and duties remain with and are discharged by the Constituent and Non-Constituent Authorities. It is recognised however that this is a problem which transcends individual authority boundaries and the issue touches upon a number of the powers of the Mayoral Combined Authority. The functions of skills, transport, economic development, public sector reform and facilitating the delivery of housing (including both market and affordable homes) across the region are all affected by and in turn can have an influence over the causes and incidence of homelessness in the region.
- 14.2 The Combined Authority and the Mayor have a functional power of competence under section 113A of the Local Democracy, Economic Development and Construction Act 2009 to undertake actions relating to or incidental to their functions. In so far as the matters referred to in this report are concerned it is considered that these powers cover the actions and proposals relating to homelessness within the region.

Legal Implications of Housing First

- 14.3 The WMCA and Birmingham City Council have agreed that BCC is the accountable body for the receipt and expenditure of the Housing First funds. As accountable body Birmingham City Council is directly accountable to MHCLG for the funds, programme and outcomes. In agreeing to Birmingham City Council acting as accountable body, the WMCA will maintain an oversight and scrutiny of the Housing First programme.

- 14.4 A Memorandum of Understanding which has been agreed and returned to MHCLG underpins the relationship between WMCA and MHCLG.
- 14.5 A Memorandum of Understanding is in place between WMCA and BCC based upon the content of MoU between MHCLG and WMCA.
- 14.6 Oversight and scrutiny of the Housing First programme by the WMCA is being undertaken through the Homelessness Taskforce.
- 14.7 A Partnership Agreement has been prepared between Birmingham City Council and each of the 6 other Local Authorities, this specifies 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.

15. Equalities Implications

- 15.1 The work of the Homelessness Taskforce targets some of the most vulnerable individuals in our communities and seeks to prevent homelessness in all of its forms. It has taken a person-centred life course approach to homelessness taking account of the demographics and equalities impacts for Children and Families, young people and older singles as well as those sleeping rough. We have specific expertise within the Taskforce looking at the root causes of homelessness for each group.
- 15.2 The Housing First pilot is designed to engage and include some of the most excluded and disadvantaged people in society. In the first instance identified as entrenched rough sleepers, and probably having 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 means to divert them from rough sleeping.

16. Inclusive Growth Implications

- 16.1 The work of the Homelessness Taskforce addresses several of the indicators on the Inclusive Growth Framework. Its overall purpose is to strengthen the region's ability to support some of the most vulnerable people within the region and ensure that inclusive growth means inclusive for all, including those experiencing severe and multiple disadvantage.

17. Geographical Area of Report's Implications

The work of the Homelessness Taskforce and the implementation of the Housing First pilot spans across all seven constituent local authorities of the WMCA. The non-constituent members are represented through the Members Advisory Group. The forthcoming veterans work will apply to the constituent and some non-constituent authorities within the WMCA.

18. Other Implications

- 18.1 No other implications have been identified in this paper.

19. Schedule of Background Papers

None.

This page is intentionally left blank



WMCA Board

Date	28 June 2019
Report title	Vision for Bus Next Steps - Part A: Delivery Options and Air Quality
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Laura Shoaf, Managing Director, Transport for West Midlands tel: (0121) 214 7444 email: laura.shoaf@tfwm.org.uk
Accountable Employee	Pete Bond, Director of Integrated Network Services, Transport for West Midlands tel: (0121) 214 7388 email: pete.bond@tfwm.org.uk
Report has been considered by	TfWM Leadership Team - 29 April 2019 STOG - 13 May and 3 June 2019 Senior Leadership Team - 15 May 2019 Programme Board - 14 June 2019

The WMCA Board is recommended to:

- (1) Approve the development of an Outline Business Case to assess powers within the Bus Services Act 2017 to help improve bus services in the West Midlands.
- (2) Endorse a commitment for a minimum Euro VI bus fleet by April 2021 to improve air quality in the area of the West Midlands Combined Authority, subject to funding.
- (3) Note the level of investment secured for improving bus emissions standards and partnership working undertaken to date to achieve one of the cleanest bus fleets of any metropolitan area in the UK.

1. Purpose

- 1.1 The Vision for Bus was adopted by the WMCA Board on the 9 November 2018. This report seeks the endorsement and approval of members for the next stages of development following progress TfWM have made on identifying some of the key requirements to assist in achieving the vision.

2. Background

- 2.1 At the request of WMCA Leaders, a strategic Vision for Bus in the West Midlands was produced to develop a clear vision of what the region requires from its bus network. This was adopted by WMCA Board at its meeting on 9 November 2018.

- 2.2 This Vision sets out nine bold objectives for improving bus travel in the region. TfWM committed to developing these further as part of a delivery plan to ensure the objectives can and will be achieved. The nine objectives are:

- Objective 1: UK leading low emission bus fleet with zero emission corridors serving areas most affected by poor air quality.
- Objective 2: Fully integrated bus network including local demand responsive and rapid transit services supporting rail, coach and Metro interchange as one network.
- Objective 3: Simple, convenient and easy to use payment options, including full capping, providing a network which is value for money and affordable for customers.
- Objective 4: Fewer private car journeys by making bus the mode of choice and creating better access to jobs and long-term change.
- Objective 5: Creating a safe, secure and accessible mode for all and tackling long held barriers and perceptions.
- Objective 6: Accountable network performance management – tackling issues causing congestion and reliability problems.
- Objective 7: World-leading customer information utilising 5G and all available technologies and platforms.
- Objective 8: Younger people supported by discounted travel, as well as addressing barriers for excluded groups.
- Objective 9: Evolve a network to support the 24/7 thriving economy, connecting people to new and developing destinations and attractions.

3. Delivering the Vision

- 2.3 TfWM were tasked with delivering the objectives in the Vision for Bus and assessing the best mechanisms to do this. Delivery of some of these objectives are already commencing within current frameworks, partnerships and agreements without any further assessment. Some of these interventions are being delivered through current activities inside the West Midlands Bus Alliance. Such interventions include but are not limited to:

- TfWM's Fares & Payment Strategy that will help to simplify payments and make fares more affordable for users across the network (**Objective 3**);
- Development of highway investment schemes to improve bus journey time predictability across key routes and communities (**Objective 4**);
- Development of the Safer Travel Partnership, which continues to explore ways to make public transport safer and help overcome perceived and actual barriers to greater public transport usage. A significant strand of achieving this will be through the Bus Byelaws which were recently considered (**Objective 5**);
- The establishment of a Network Performance Board through the Bus Alliance, to monitor patronage, journey speeds and reliability, with accountability for intervention where required from relevant stakeholders (**Objective 6**); and
- Continuation of developing Network Development Plans through the Bus Alliance, taking an area-by-area approach to exploring ways to reduce congestion on the roads, improve bus travel times, and ensure bus travel is seen as affordable and reliable (**Objective 9**).

2.4 Additionally there are 2 key areas that work has been progressing on that require the approval or endorsement of the WMCA Board and are the focus of this report. These are:

- Further exploration of the powers in the Bus Services Act 2017 through an Outline Business Case (OBC).
- Endorsement of further bus air quality targets that will include the introduction of the region's first high frequency electric bus services and the objective to transform the region's entire bus fleet to Euro VI or better by April 2021.

A further update on the wider deliverables of the Vision for Bus will be provided to the WMCA in late 2019.

Bus Services Act 2017 – Further Investigation of Powers

2.5 The Vision for Bus proposed that the WMCA would explore the powers made available to Mayoral Combined Authorities through the Bus Services Act 2017. The Act aims to improve bus services for passengers by providing local authorities, the Secretary of State and bus operators with a new toolkit of options to enable improvements to be made to bus services. The new options are:

- Advanced Quality Partnership Schemes;
- Enhanced Partnerships; and
- Franchising.

A summary of these new options can be found in Appendix A.

2.6 An initial assessment of these options was undertaken through a high level study in 2018. This study provided a strategic overview of the new legislation but did not provide a robust understanding of full opportunities, costs, risks and mitigations of the new legislative tools.

- 2.7 Whilst TfWM has a series of successful partnership schemes in place using powers available within previous Acts including the current West Midlands Bus Alliance, the new legislation provides for a new range of powers that have, to date, not been tested or implemented since their creation. TfWM commissioned an independent Strategic Outline Business Case (SOBC) to better assess the opportunities and impacts of the powers available in the Act. This assessment considered mechanisms that the WMCA could implement to intervene in the market with the intention of improving customer satisfaction and driving up bus patronage. The preparation of the SOBC was developed in line with HM Treasury Green Book Supplementary Guidance.
- 2.8 The SOBC highlights that the West Midlands has a clear case for further intervention in the bus market to assist in improvements to customer satisfaction and halting the decline in bus patronage, and potentially reversing it. The report generally assumes that the greater the level of control and influence the transport authority takes over the bus network, the greater the cost and risk as control increases.
- 2.9 Whilst the SOBC highlights some risks and opportunities associated with the delivery of the mechanisms on a network wide basis, it also confirms that detailed investigation and assessment of those risks will be fully assessed at OBC stage to effectively inform the strategic, economic, financial, commercial, and management case. On the basis of analysis undertaken during the SOBC, it is proposed and recommended that the following three mechanisms should be assessed within an OBC:
- Voluntary partnership based on Bus Alliance (including associated Advanced Quality Partnership Schemes and other Qualifying Agreements);
 - Enhanced Partnership; and
 - Franchising.
- 2.10 The OBC process will continue to follow HM Treasury Green Book Supplementary Guidance. This will build on the SOBC development of options and will set out specific applications of the policy mechanisms available to the WMCA through the Act. This will allow a preferred option to be chosen, having obtained further data from bus operators in the region using the new powers under the Act to provide a detailed understanding of risks, costs, opportunities and legal implications.
- 2.11 It is estimated that the OBC will take between 18 to 22 months to complete. On completion of a detailed assessment of the options listed above, there will be recommendations of the most appropriate mechanism or mechanisms for delivering the Vision for Bus objectives in the longer term, which can then be used to further implement the wider Vision for Bus Delivery Plan across the wider network.
- 2.12 It should be noted that without moving to the OBC and the requirement for operators to provide data that supports the full assessment, TfWM would be unlikely to be able to provide a detailed assessment of the deliverability of the powers within the Act. This is particularly relevant given that the option to consider franchising within the proposed OBC is considered to be an area that would likely draw legal challenge and should be fully assessed and rigorously investigated, before any decision would be taken to consider its wider implications and implementation timescales.

- 2.13 Having identified the options within this report and recommendation for moving to OBC, it should be noted that the options to deliver the initial Sprint phase one corridors (A34 and A45) have been assessed separately and are subject to a request for approval within the Vision for Bus – Part B report to the same meeting. The OBC will consider options for Sprint future phases within the scope of the work outlined within this report.

Air Quality

- 2.14 Objective 1 in the Vision for Bus seeks to deliver an ultra-low emission bus fleet, with zero emission corridors, helping to tackle the problems of air quality and pollution in the region.
- 2.15 TfWM have been extremely active in seeking inward investment to the region alongside local authority partners and bus operators, and have secured over £20m of investment to new or retro-fitted vehicles, as well as directly investing £2.7m to generate an additional £11m of investment from commercial bus operators during 2018/2019. This investment means that the region is already on course to achieve over 85% of vehicles to be of Euro VI emission standard or better by April 2021.
- 2.16 The opportunity to get the fleet to 100% has been supported by bus operators, the West Midlands Bus Alliance, and the Mayor and this report seeks the endorsement of the WMCA to aim for a target of 100% of the current bus fleet to be Euro VI or better by April 2021.
- 2.17 During 2020 the region will also see the largest scale investment from commercial operators to create the first electric bus services in the region. More than 25 full electric buses will be ordered to operate within the region which requires investment in infrastructure from bus operators to support the grant money secured by local authorities and TfWM.
- 2.18 The WMCA Board is asked to endorse the Bus Alliance ambition for the entire fleet of buses in the West Midlands to be a minimum Euro VI emissions standard by April 2021 as well as the introduction of the region's first electric bus services. Adopting this timescale will help TfWM to secure further investment levels from bus operators and continue to bid for further funds and investment to make this a reality. It will also help to bring the focus of the supply chain to help bus operators. The supply chain is limited in the United Kingdom and will be encouraged to mobilise in light of bold decisions by city-regions to achieve these targets. This report does not seek the funding to deliver the objective, but the endorsement that will mobilise further bids from operators, local authorities and TfWM to achieve this.
- 2.19 Locally this decision will help to reduce the risk of cleaner vehicles being implemented in Birmingham and other Clean Air Zone locations at the detriment of the other local authority areas that are not mandated to introduce such measures. It also helps to ensure that other parts of Birmingham and other authorities implementing Clean Air Zones in central parts of the city do not disproportionately affect outer areas of the same authority.

- 2.20 TfWM are also requiring Euro VI vehicles on many of the tendered services across local authority areas to additionally support this objective. Combined with the introduction of the region's first electric bus services this will ensure that the bus will play a core role in bringing improved air quality to those areas it serves, as well as providing the large scale transit services that will help improve air quality where people choose to switch from single occupancy private car journeys to bus in light of CAZ measures.

3 Next Steps

- 4.1 Some elements of the Vision for Bus are progressing well as set out in paragraph 3.1. To be able to fully understand the powers available in the Bus Services Act 2017 and how they might be used to achieve the remaining Vision for Bus objectives and inform longer-term decisions, it is recommended that an OBC is undertaken to assess options. Without a full assessment of options, there would not be adequate clarity and understanding of the most appropriate option to take forward in the long term. Whilst this work will take between 18 and 22 months to complete as reported in 3.9, it will provide the comprehensive assessment of the legislative opportunities from untried and untested legislation.
- 4.2 Further work and investment is needed to deliver the longer term objective of a zero exhaust emission network. To progress the objective in the short term the WMCA Board is asked to endorse the Bus Alliance ambition of all Euro VI buses by April 2021 to ensure the whole region benefits from lower emission vehicles more quickly.
- 4.3 A further report on the wider Vision for Bus next steps will come back to the WMCA Board later in 2019 to update on other developments, and give visibility to the Vision for Bus Delivery Plan.

5. Financial Implications

- 5.1 The above recommendation to develop an Outline Business Case will cost up to £750k. This will be funded from a prioritisation of existing revenue and capital resources. However delivering the Vision for Bus will require a combination of public and private sector investment which will be considered and form a separate work package as different delivery methods for the Bus Network are explored.

6. Legal Implications

- 3.1 Part 7. 22(3) of The West Midlands Combined Authority Functions and Amendment Order 2017 confers on the Mayor powers under Section 113A (1)(a) of the Local Democracy, Economic Development and Construction Act 2009 providing the Mayor with a general power to support the carrying-out of any of the CA's functions. The provisions of the Bus Services Act 2017 shall be used to improve services for the West Midlands region.
- 3.2 The Legal / Procurement Teams will support the activities set out in this report in relation to any legal/ commercial/ procurement requirements and any legal agreements that may be required, together with any necessary Partner Agreements as the full Delivery Plan for Vision for Bus develops.

7. Equalities Implications

- 4.1 The Vision for Bus highlights the important role that bus plays in addressing key strategic equality and inclusion challenges. Young people, BAME groups, disabled people and other protected groups, as well as lower socio-economic groups, are more likely to rely on the bus network to access education, employment and other opportunities. Affordable, accessible and well connected services are vital in ensuring these groups are not excluded and marginalised.
- 4.2 The vision document includes commitments to improve affordability for young people and to deliver solutions that will help address inequality barriers for other groups. An equality impact assessment of the document will help identify short, medium and longer-term equality related solutions and initiatives.
- 4.3 There are no equality implications specifically in relation to the proposals in this report.

8. Inclusive Growth Implications

- 8.1 In considering the inclusive growth implications, two of the four Inclusive Growth Tests are relevant: Future Generations, and Universal Design.
- 8.2 **Future Generations:** The two elements of this report have positive implications for future generations.
- 8.2 In committing to a minimum Euro VI standard for the bus fleet, children and young people will have cleaner air to breathe across the region, thereby reducing their likelihood of developing asthma and other life-limiting conditions. Efficient and electric buses also have positive implications for the region meeting its carbon reduction targets, and in so doing, averting climate breakdown.
- 8.3 Undertaking the Bus Services Act OBC work is a key step to assessing how the powers contained within the Act can make a bus service that is comprehensive, safe, easy to use, and therefore, a viable alternative to using the car.
- 8.4 **Universal Design:** reduced patronage notwithstanding, buses are the mode of public transport of choice for most citizens, particularly women. Making them work for the population is the fastest route to improving city travel for everyone. It is relatively easy to create new or additional bus routes, and there is untapped potential for greater accessibility – including more stop announcements, and more flexibility in the configuration of the deck at ground level, to accommodate people with mobility aids, or people with pushchairs and bikes.
- 8.5 Space allocation on roads is a key element of unlocking the added value of buses, and it is unlikely that the positive implications of this work can be realised unless they receive adequate space and priority.

9. Geographical Area of Report's Implications

- 9.1 The vision covers the constituent area of the Combined Authority but due to the importance of cross boundary services - into and out of the constituent area – partnership working with Non-Constituent and Shire Authorities will be crucial for the further development and delivery of the vision for bus.

10. Appendices

- 1.1 Appendix A: Bus Services Act 2017 Guidance

Purpose

To provide a brief overview of the powers and opportunities within the Bus Services Act 2017.

Background

The Bus Services Act 2017 was introduced on 19th May 2016 in the House of Lords and received Royal Assent on April 27 2017. The aim of the act is to improve bus services for passengers by providing local authorities, the Secretary of State and bus operators with a new toolkit to enable improvements to be made to bus services in a specified area.

Transport for West Midlands (TfWM) were engaged in the process either directly with the DfT or through the Urban Transport Group to shape the Act and ensure that provisions are made within the Act to allow TfWM to pursue its future aspirations and assist in delivering the objectives of the West Midlands Bus Alliance.

In summary the 2017 Act has:

- Strengthened arrangements for partnership working between operators and local authorities, including new Advanced Quality and Enhanced Partnership schemes;
- Introduced bus franchising powers;
- Modernised previous ticketing legislation; and
- Provided the powers necessary to implement significant improvements to passenger information through the provision of open data for specified data including timetables, fares and RTI, and requirement for on-board audio and visual information.

In addition to the Act the DfT have also provided a suite of documents to provide additional guidance to support local authorities and bus operators in the development of Advanced Quality Partnership Schemes (AQPS), Enhanced Partnerships (EP) and franchising schemes. These are available at the following link;

<https://www.gov.uk/government/collections/bus-services-bill-overview>

Further guidance on open data and Advanced Ticketing is expected to be issued in due course.

The New Options

Advanced Quality Partnership Schemes – main features

Services continue to be operated by commercial bus operators.

New standards are set which some or all of the bus operators in the area are required to meet. The authority commits to take steps to support local bus services and in exchange the bus operators are required to meet specific local standards. These can be specifically service related (service frequency and maximum fares) or can include softer measures such as the provision of free wi-fi.

The local authorities 'side of the bargain' can involve providing bus-related facilities (such as bus stops, shelters, bus stations or even depots) and/or committing to take measures that directly or indirectly encourage bus patronage. This could include;

- Parking policies that encourage the use of public transport;
- Traffic management policies that prioritise buses; and
- Advertising and marketing campaigns to promote the use of local bus services.

TfWM have made use of these powers and have introduced AQPS schemes covering Birmingham City Centre, Wolverhampton City Centre and Solihull Town Centre. The principle objectives of these schemes are to seek to improve:

- Vehicle quality and emissions standards;
- Passenger waiting facilities and information;
- Road and passenger safety; and
- Overall passenger experience and satisfaction.

Enhanced Partnerships – main features

An Enhanced Partnership (EP) is an agreement between a local transport authority and the local bus operators to work together to improve local bus services. It includes a clear vision of the improvements that the EP is aiming for (known as an EP Plan) and accompanying actions to achieve them (set out in one or more EP schemes).

The range of outcomes that can be achieved through an EP is broader than can be delivered through an AQPS. Once agreed these standards become requirements of all bus services operating in the relevant area, whether new or existing. The local authority can in certain circumstances also become responsible for registering local bus services - taking on responsibilities from Traffic Commissioners - and enforcing those standards.

Where they differ to AQPS is that you can factor into an Enhanced Partnership:

- Environmental standards;
- Better routes in communities (*e.g. serving health and education services*);
- Multi operator tickets, including price setting;
- Route / Area Branding;
- Common ticket rules and fare zones; and
- Uniform discounts for apprentices and other groups.

As with an AQPS, authorities that make EPs can agree to provide either or both facilities or bus improvement measures which directly or indirectly encourage bus patronage.

EPs can vary considerably in scale or scope. An EP could address a particular issue with services in a local high street or be used to improve services across the entirety of a city region. It could cover all, or parts of, the area of a local transport authority, and it is also possible for more than one local authority to be involved.

Franchising – main features

Franchising is an established model for providing bus services used in London and in many cities and regions across Europe. In a franchising scheme, local authorities will determine the details of the services to be provided – where they run, when they run and the standards of the services. Bus operators essentially provide their services on behalf of the local authority. No other services can operate in the franchised area without the agreement of the franchising authority.

How the contracts would be let would be at the discretion of the transport authority: typically this is done either on a route-by-route basis or can cover a wider area.

Whilst franchising can give a great deal of control over bus services through allowing local authorities to determine exactly what services operate and when and also to determine all fares, it also exposes the local authority to significant financial risk, and should not be undertaken lightly.

Any franchising decision would need to be undertaken by the Mayor, who would then be the head of the service operation. This decision needs to be based upon robust evidence and analysis with the needs of passengers, existing operators and the affordability of the plans firmly in mind.

What cannot be done through franchising is setting up a municipal bus company, and it is imperative that services continue to be operated by a commercial operator. Commercial services may be able to continue to operate into and out of the franchising area and to spot and fill any gaps in service provision that the authority may have overlooked - providing they do not adversely affect the franchised arrangements.

The process for setting up a franchise can be summarised as follows:

- I. Authority produces an assessment of its proposed franchising scheme – akin to a business case. The authority can obtain data from incumbent operators to develop this assessment.
- II. Key elements of the assessment will need to be assured by an independent auditor.
- III. Authority consults on proposals – the Act sets out further detail on the parties to be consulted.
- IV. Decision taken by Mayor.
- V. 6 month transition period.
- VI. Franchise Implemented.

Advanced Ticketing Schemes

New powers known as ‘Advanced Ticketing Schemes’ allow the establishment of multi-operator and multi-modal ticketing schemes so that local authorities can specify, among other things, the technology to be accepted.

However the powers do not allow local authorities to set the price of multi-operator or multi-modal tickets which will need to be agreed with the relevant operators.

Identifying the Best Option

Much of what can be specified in an AQPS and an EPS can be delivered through a voluntary partnership such as the West Midlands Bus Alliance. However these formalised partnership arrangements will be beneficial to ensure certainty through legal commitments, for all parties, or where the voluntary partnerships are not working.

In developing the legislation the DfT have envisaged that an AQPS would be best used where;

- There is broad support from operators for the scheme; and/or
- Operators and the authority feel it would help for both the authority and the operators to have a legislative obligation to deliver ‘their side of the bargain’;
- The geographical area to be covered is comparatively limited; and
- The desired outcomes are relatively modest and could be met through an AQPS.

An Enhanced Partnership would most likely be used where;

- It was important the requirements applied to all operators in an area concerned;
- The majority of bus operators are likely to agree to the scheme, but a minority of operators would oppose some or all of the package;
- Where the scope of the scheme is likely to be more ambitious than an AQPS; and
- Where the local authority wishes to take over the registration and enforcement responsibility of local bus service registrations from the Traffic Commissioner.

Deciding on which approach to choose first requires an understanding of what is to be achieved. The 2017 Act specifies that local authorities must complete an options assessment exercise when assessing the case for franchising.

Next Steps

TfWM, local authorities and operators are continuing to deliver an aspirational programme of bus service improvements through the West Midlands Bus Alliance. The signatories to which are committed to this programme to 2020. Some of the new powers specified in the act may indeed be used to help deliver some of these aspirations. Indeed TfWM were the first authority in England to use the new powers to introduce the Solihull AQPS from the 1st October 2017.

The new powers in the Bus Services Act 2017 open further opportunities to improve services for passengers and also to introduce legally binding commitments to deliver specific schemes such as Sprint, bus priority measures or tackle issues affecting bus service provision and modal shift such as congestion, poor passenger information and air quality issues.

TfWM will explore these opportunities to fully assess how they might be used to deliver the objectives set out in the Vision for Bus and help to further support the West Midlands districts in bringing about a stepped change in bus service provision and tacking some of their wider policy objectives.



WMCA Board

Date	28 June 2019
Report title	Vision for Bus Next Steps - Part B: Enhanced Partnership for Sprint
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Laura Shoaf, Managing Director, Transport for West Midlands tel: (0121) 214 7444 email: laura.shoaf@tfwm.org.uk
Accountable Employee	Pete Bond, Director of Integrated Network Services, Transport for West Midlands tel: (0121) 214 7388 email: pete.bond@tfwm.org.uk
Report has been considered by	TfWM Leadership Team - 29 April 2019 STOG - 13 May and 3 June 2019 Leadership Team - 15 May 2019 Programme Board - 14 June 2019

The WMCA Board is recommended to:

- (1) Note the proposed benefits of using an Enhanced Partnership for the delivery of Sprint in readiness for the Commonwealth Games as an exception to Part A of this report and why this is the most suitable option for delivery of Sprint.
- (2) Approve that TfWM can give notice of the intention to prepare an Enhanced Partnership Plan and accompanying Enhanced Partnership Schemes (described in paragraph 3.1 to 3.14) as set out in section 138F of the Bus Services Act 2017.

- (3) Delegate authority to the WMCA Transport Delivery Committee (TDC) to oversee the development and subsequent 'making' of the Enhanced Partnership Plan and Schemes (as set out in 3.9-3.11).

1. Purpose

- 1.1 This report seeks approval to commence the preparation of an Enhanced Partnership Plan and Schemes in the West Midlands Combined Authority to enable the delivery of two Sprint routes in time for the 2022 Commonwealth Games.
- 1.2 This report does not seek the approval of any Sprint schemes themselves or set out the detail of what will be included within an Enhanced Partnership Plan or Scheme. Subject to the approval of the recommendations within this report those approvals will form part of subsequent reports to the WMCA, WMCA TDC and Local Authorities at the relevant times to progress through existing governance processes, as set out in the Appendix to this report.

2. Background

- 2.1 Vision for Bus clearly sets out the objective to achieve modal shift by providing exceptional service and reliability along with comfort and accessibility. The introduction of Sprint phase one corridors by the end of 2021 provides a major opportunity for investment by the public and private sector to achieve a step change in public transport that will set the foundations for benefits and improvements across the integrated transport system throughout the region.
- 2.2 Two Sprint routes (A34 and A45) have been identified as a priority for helping to facilitate the transport element of the 2022 Commonwealth Games. Delivering these routes in time for the Commonwealth Games is a commitment that has been made to the Commonwealth Games Federation.

3. Enhanced Partnership Plan and Schemes for Sprint

- 2.3 A review was undertaken to assess the best mechanism to ensure the timely delivery of the first two Sprint schemes ahead of the 2022 Commonwealth Games, whilst protecting the significant investment levels being made by the authorities and potential operator(s).
- 2.4 An assessment was made of legislation currently in use for other bus partnership schemes across the West Midlands, as well as new legislation from the Bus Services Act 2017 including the two new legislative options of Enhanced Partnership and Franchising. The assessment concluded that current partnership legislation does not provide the level of protection for local authorities and bus operators when considering the value and scale of investment which ruled out Advanced Quality Partnership Schemes (AQPS). Additionally franchising was not recommended based on the ability to deliver it within the required timescale but it should also be noted that franchising would also likely not have been recommended or suitable for such a small geographical area, even if it had been seen as achievable within the timescales.
- 2.5 Following this careful assessment, it is recommended that the most suitable mechanism for delivering and managing Sprint ahead of the 2022 Commonwealth Games is through an Enhanced Partnership (EP).

- 2.6 There are several compelling reasons why an EP is the preferable mechanism to deliver Sprint including:
- The ability to implement an EP before the 2022 Commonwealth Games;
 - The ability to manage access to infrastructure by Sprint and other services;
 - The powers to set maximum frequencies or restrict access to only Sprint vehicles on individual route sections (which cannot be achieved with an Advanced Quality Partnership Scheme);
 - The flexibility to trigger a review of the EP at certain points of the EP lifetime (whereas an AQPS has a minimum 5 year lifespan);
 - The ability to develop additional EP Schemes at a later date in the region if they are deemed an appropriate mechanism without having to create a new EP Plan;
 - Supports the timescales for the operating model where commercial operators are required to procure the vehicles for use on the service; and
 - Provides clear accountability for all partners including bus operators.
- 2.7 An EP is a formal agreement between a local transport authority, local highway authorities and local bus operators to work together to improve local bus services, and is one of the new powers available in the Bus Services Act. It requires a clear vision for the improvements that the EP is aiming for, known as the EP Plan. The plan for the EP for this region will be based on TfWM's Vision for Bus which is already approved and known to each local authority and local bus operators.
- 2.8 TfWM propose an EP Plan which spans the Area of the West Midlands Combined Authority¹ excluding the three existing AQPS areas due to the way the legislation is written and applied, as they cannot both apply within the same geography (Appendix A). The Bus Services Act guidance states if an Authority is unsure of the geographical area to include at this stage, it recommends including the entirety of the authority's area – as this links to the powers to request information from operators set out in the Bus Services Act 2017.
- 2.9 The actions, requirements and commitments to achieve improvements within the Plan are set out in one or more accompanying EP Schemes. For the first two Sprint routes it is proposed that there is a separate EP scheme for each corridor. The fact that an EP Plan is made for the region will then allow for the exact geography of the EP Scheme and the corridor to be agreed and determined through the preparation of the EP. This will be particularly helpful when looking at boundaries around connecting bus services and adjacent routes, as well as the Plan itself.
- 2.10 Within each EP Scheme the details of the infrastructure commitments, service specification and standards, customer standards, performance requirements and maintenance will be agreed between partners. Further explanation of the proposed Enhanced Partnership Plan and Schemes can be found in Appendix B, along with the process and timetable that TfWM and partners would undertake for the commencement, development, approvals and implementation.

¹ As defined in the West Midlands Combined Authority Constitution

Approvals and Next Steps

- 2.11 The WMCA Board are recommended to approve that TfWM give notice of its intention to prepare an EP Plan for the area of the West Midlands Combined Authority and 2 EP Schemes for the first two Sprint routes (A45 and A34), on behalf of its constituent authorities.
- 2.12 The Board are asked to approve the delegation of authority to the WMCA Transport Delivery Committee (TDC) to oversee the development and subsequent 'making' of the EP Plan and EP Schemes. This is in line with the WMCA Constitution and Scheme Delegation to TDC and follows the other formal partnership approval process followed in the West Midlands Combined Authority.
- 2.13 Granting this authority does not in itself give authority to proceed with Sprint but to prepare and ultimately deliver the legislative framework under which the scheme will be delivered and subsequently managed. The WMCA Board will be required to approve the Sprint Full Business Case (FBC) and design approvals from the Local Highway Authorities for Sprint, at a later date, to enable the delivery of the scheme(s).
- 2.14 The constituent authorities will be asked to approve the development and content of the EP Plan and associated EP Schemes (where relevant) at a later date through a complementary paper to their own Cabinet. The constituent authorities will be asked to authorise delegated approval from their own Cabinet to a Senior Officer in their authority for the 'making' of the Plan and Schemes, at the final stage in the EP development, subject to the resolution of any objections to the EP Plan and associated Schemes.
- 2.15 Failure to secure approval would have an impact on the deliverability of the Sprint schemes either in achieving the timescales set out or in achieving the standards and levels of protection for the investment.
- 2.16 Whilst the OBC is being formulated to determine the most appropriate mechanism for achieving all 9 Vision for Bus objectives in the long term, the Enhanced Partnership may present the opportunity to deliver additional elements of the 9 Vision for Bus objectives in the interim period. If this is identified, proposals will be developed at a later date. Approval by the WMCA for commencing the EP process does not impact or influence the OBC undertaking for bus service options in Part A of this report.

3 Summary

- 4.1 Delivering the A34 and A45 Sprint routes is a priority for the 2022 Commonwealth Games. There is an identified risk to the delivery of Sprint in time for the Commonwealth Games without adequate mechanisms to protect investment and create an operational model. TfWM recommend the creation of an Enhanced Partnership Plan for the area of the West Midlands Combined Authority, with two corridor-based Enhanced Partnership Schemes to help deliver Sprint in a timely manner, with scope for further schemes in the future if there is an identified benefit.

5. Financial Implications

- 5.1 The development and implementation of an Enhanced Partnership is estimated to cost up to £250k. This is expected to be funded from the Sprint Programme, Outline Business Case approved funds.

6. Legal Implications

- 6.1 Part 7. 22(3) of The West Midlands Combined Authority Functions and Amendment Order 2017 confers on the Mayor powers under Section 113A (1)(a) of the Local Democracy, Economic Development and Construction Act 2009 providing the Mayor with a general power to support the carrying-out of any of the CA's functions. The Enhanced Partnership Plans and Schemes will be implemented in accordance with the Bus Services Act 2017.
- 6.2 WMCA legal are currently advising the A34 and A45 Sprint Delivery managers upon the required Highways agreements that need to be entered into between the CA and the constituent authorities to facilitate Sprint. These agreements include Section 8 and Section 278 highways agreements where appropriate. WMCA legal are also currently liaising and have met with legal representatives from the 4 constituent authorities where the CWG Sprint routes are being developed. As reported in paragraph 3.11 of this report, the actual Sprint infrastructure works on the highways could not commence until those parties have agreed and signed the Section 8 and 278 agreements.

7. Equalities Implications

- 4.1 The Vision for Bus highlights the important role that bus plays in addressing key strategic equality and inclusion challenges. Young people, BAME groups, disabled people and other protected groups, as well as lower socio-economic groups, are more likely to rely on the bus network to access education, employment and other opportunities. Affordable, accessible and well connected services are vital in ensuring these groups are not excluded and marginalised.
- 4.2 There are no equality implications specifically in relation to the proposals in this report.

8. Inclusive Growth Implications

- 8.1 In considering the inclusive growth implications, two of the four Inclusive Growth Tests are relevant: Future Generations, and Universal Design.
- 8.2 **Future Generations:** This report has positive implications for future generations. The EP Plan and Schemes for Sprint represent an enhancement of the mass transit system, which sees space allocated away from individual cars and towards Sprint – a key part of ensuring that people choose mass transit. This helps children and young people in a number of ways – improving the bus services that they are likely to use in all areas of their lives, improving the air quality by removing cars from the road, and contributing to tackling climate change by lowering the emissions of the overall transport system.

- 8.3 **Universal Design:** reduced patronage notwithstanding, buses are the mode of public transport of choice for most citizens, particularly women. Making them work for the population is the fastest route to improving city travel for everyone. It is relatively easy to create new or additional bus routes, and there is untapped potential for greater accessibility – including more stop announcements, and more flexibility in the configuration of the deck at ground level, to accommodate people with mobility aids, or people with pushchairs and bikes.
- 8.4 Space allocation on roads is a key element of unlocking the added value of buses, and it is unlikely that the positive implications of this work can be realised unless they receive adequate space and priority.

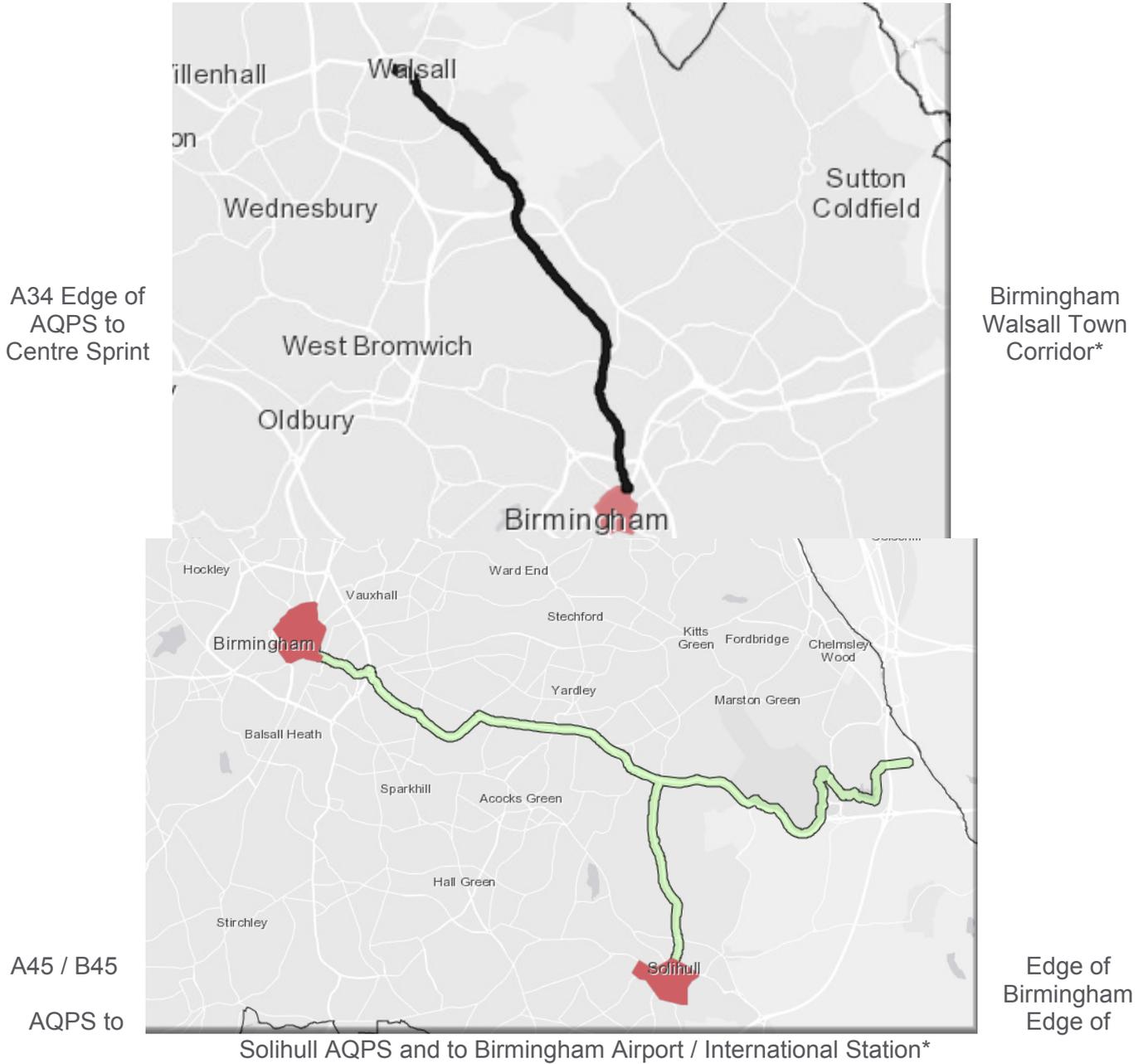
9. **Geographical Area of Report's Implications**

- 9.1 The vision covers the area of the West Midland Combined Authority but due to the importance of cross boundary services - into and out of the constituent area – partnership working with Non-Constituent and Shire Authorities will be crucial for the further development and delivery of the Vision for Bus and EP development.

10. **Appendices**

- 1.1 Appendix A: Proposed Enhanced Partnership Corridors
- 1.2 Appendix B: Enhanced Partnership Plan and Scheme

This page is intentionally left blank



*Scheme areas expected to be refined during discussions

This page is intentionally left blank

Purpose

To provide an overview of the new powers and opportunities in the Bus Services Act 2017 on formal arrangements for partnership working between bus operators, the WMCA and local authorities through an Enhanced Partnership.

To outline the development for an Enhanced Partnership for the entire West Midlands region, in order to improve bus travel and deliver Sprint phase 1 corridors (A34 / A45) in advance of the 2022 Commonwealth Games.

Enhanced Partnership (EP)

An EP is a formal agreement between a local transport authority and local bus operators to work together to improve local bus services.

It includes a clear vision of the improvements that the EP is aiming for (known as an EP Plan) and accompanying actions to achieve them (set out in one of more EP schemes). An EP Plan cannot exist without at least one EP Scheme and vice-versa.

The local transport authority has formal responsibility for making the scheme, but at set points in the process they can only proceed with their proposals if they have the support of a defined proportion of local bus operators.

Transport for West Midlands (TfWM) will lead the development of the Plan and Schemes for the West Midlands on behalf of its seven constituent authorities and the WMCA.

Each of the constituent authorities will need to agree to the EP to ensure it can be 'made'. It is important that TfWM ensures that the relevant highway authority is fully supportive of any facilities or measures that require action by them, as they will have a legal obligation to provide the facilities or measures throughout the life of the scheme. Non-constituent authorities will also be made aware of the EP.

It is proposed to issue a notice of intention to prepare an EP Plan and 2 EP Schemes for Sprint (A34 / A45 corridors). This will set out the geographical area for the Plan to cover the entire West Midlands Combined Authority area.

A Plan for the area of the West Midlands Combined Authority¹ is proposed, as the guidance states if an Authority is unsure of the geographical area to include at this stage, it recommends including the entirety of the authority's area – as this links to the powers to request information set out in the Bus Services Acts 2017. The geographical area can be modified at a later date.

Proposing an EP for the delivery, management and operation of two Sprint schemes does not preclude the exploration of other powers in the Bus Services Act 2017, to deliver options for bus travel in the future.

Informal Discussions

Before any formal processes are embarked upon, TfWM, local authorities and local bus operators have held informal discussions on whether an EP is viable in the West Midlands to achieve positive change for bus travel and deliver the 2 Sprint schemes. This also involved seeking views from a wider set of stakeholders, such as passenger groups and community transport operators.

TfWM has lead this work with local bus operators through the Bus Alliance, passenger groups and other associated meetings with local authorities. These discussions are vital, as they allow TfWM and operators

¹ As defined by the West Midlands Combined Authority Constitution

to form a view on what is likely to be collectively deliverable under an EP within an informal environment and before any commitment is made to an EP.

Notice of Intention and Invitation to Participate

Once the informal discussions have taken place and there is general agreement that an EP proposal is worth pursuing, the formal legal processes can begin. It is an important legal requirement that if TfWM embark on drafting an EP plan and schemes, they give formal notice of its intention to prepare an EP.

This requires TfWM to give a Notice of Intention to prepare an EP Plan for the area of the West Midlands Combined Authority² and associated Schemes for the A34 and A45 Sprint corridors. All local bus operators will be made aware of this notice and invited to participate in the formal development of the EP.

The WMCA Board are recommended to approve giving formal notice of its intention to prepare an EP for the West Midlands, on behalf of its constituent authorities. The Board are asked to delegate approval for 'making' the Plan and Schemes, at a later stage in the development, to the WMCA Transport Delivery Committee.

During the formal discussions stage, the constituent authorities will be asked to seek approval to provide delegated authority from their own Cabinet to a Senior Officer in their authority for the 'making' of the Plan and Schemes.

The EP Plan and Schemes (Formal Discussions)

Once the formal discussions have been held, the drafting of formal documentation of an EP Plan and 2 EP schemes will occur. The EP Plan is a high-level vision and objectives for bus services in the West Midlands. The strategic Vision for Bus provides a blueprint and starting point for the EP Plan to be discussed during the formal discussions. It is proposed at this time, that 2 separate EP schemes for the 2 Sprint corridors (A34 and A45) will be developed.

There is nothing to prevent further schemes being introduced at any time later, as the formal partnership sees fit to improve bus travel. Any additional Schemes made after the Plan, will have separate notice and approval requirements apply.

These can be developed as project needs are identified and taken forward in line with the Bus Services Act guidance.

Notice that a Plan and Schemes have been prepared

Once the draft Plan and Schemes have been prepared, a notice will be published, giving operators at least 28 days within which to make an objection, and their reasons for making an objection.

TfWM must assess objections using two criteria – if either is satisfied, it is a legal requirement that the consultation exercise on the Plan and Schemes cannot go ahead. The criteria are:

- The combined registered distance of all the qualifying local services operated by objectors in the relevant EP area is at least 25 per cent of the total registered distance of all local bus services operated by all the bus operators in that area; or
- At least 50 per cent of the total number of operators of qualifying local services within the relevant plan or scheme area have objected and the combined registered distance of qualifying local services operated by the objectors in the relevant area is at least 4 per cent of the registered distance of all local bus services operated by all the bus operators in that area.

² As defined by the West Midlands Combined Authority Constitution

Formal Consultation

Assuming that the objection stage does not raise sufficient objections to meet either of the objection criteria, TfWM will carry out formal consultation on the Plan and Schemes (subject to approval by Transport Delivery Committee), with at least the following statutory consultees:

- All local bus operators
- Passenger organisations
- Other local authorities affected by the proposals
- Traffic Commissioners
- Chief of Police for the West Midlands
- Transport Focus
- Competition and Markets Authority (CMA)
- Any other such persons as WMCA sees fit.

Notice of intention to ‘make’ the Plan and Scheme

Once the consultation has been completed, the next stage will be to inform all local bus operators of the intention to proceed. The Plan and Schemes cannot be made if there are modifications made following the consultation exercise. If modifications are made, it will trigger the operator objection mechanism as set out above.

Once any further objection process has been completed and only if there are not sufficient objections to prevent the Plan and Schemes being made, TfWM will then ‘make’ the Plan and Scheme.

Transport Delivery Committee will be asked to confirm and approve the ‘making’ of the final EP Plan and associated Schemes. Once the Plan and Schemes have been made, operators and other relevant stakeholders including the traffic commissioner, will be informed within 14 days of the date the Plan and Schemes were made. This will include the signing of the Plan and Scheme by the relevant highway authorities.

Revocation of a Plan or Scheme

An authority or individual operator cannot unilaterally back out of an EP. The EP can only change or end in accordance with the requirements set out in the 2017 Act and any rules laid down within it. That gives clarity to both the Authority and the operators. Under the Act, it can have different bespoke triggers for certain things to happen – e.g. automatically revoke if, say, patronage targets are not hit.

An EP could alternatively include a series of metrics to assess the success (or otherwise); be time-limited or allow for the operator objection mechanism in the Act to be used. These will be discussed with operators during the making of the Plan and Schemes, recognising other work and development being undertaken for the longer term delivery of bus in the West Midlands.

Enhanced Partnership Governance

The Bus Services Act guidance in developing an EP, suggests that for an EP covering a whole region, governance structures are created that support the management and involvement of many different stakeholders. In these circumstances it is advocated creating a Board, with an independent Chair to oversee work on the EP, made up of the authority, bus operators, representatives of passenger groups, local businesses/ Local Enterprise Partnerships and local authorities whose areas would neighbour any proposed schemes.

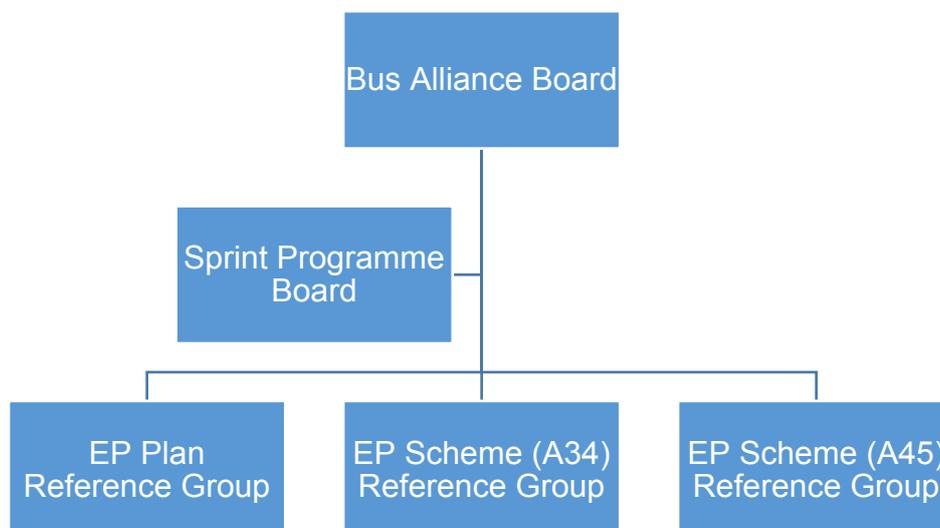
Only the operators and authority can determine whether an EP goes forward, but this does not prevent others on the Board from contributing to the development of the proposals and ensuring discussions are open, honest and productive.

It is recommended that three EP Reference Groups are established to oversee the formal discussions in creating an EP Plan and 2 EP Schemes, as part of the existing WMCA governance structure.

The EP Reference Groups would be responsible for approving the decision point that an EP Plan and 2 EP Schemes have been prepared, prior to the operator objection period, as well as holding TfWM and operators to account during the formal discussions.

Transport Delivery Committee would retain the responsibility to ‘make’ the final Plan and associated EP Schemes, as well as approving the formal (public) consultation stage.

The EP Reference Groups would be accountable to the Bus Alliance Board, with members of the Board invited to be part of the EP Reference Groups.



The EP Reference Groups would meet monthly and consist of the following membership, with the Chair elected by the Groups at their first meeting, independent of the Authorities or Bus Operators:

1. EP Plan Reference Group

- Bus Operator Representatives (maximum 1 per operator)
- Director of Integrated Network Services (TfWM)
- Transport Focus (from the Bus Alliance Board)
- Confederation of Passenger Transport (from the Bus Alliance Board)
- 1 officer representing each of the constituent authorities (7)
- 1 representative from Bus Users UK
- 1 representatives from each of the Local Enterprise Partnerships (3)
- *A representative from the Department for Transport (Observer)*
- *Neighbouring and non-constituent authority representatives (Observers)*

2. EP Scheme (A34) Reference Group

- Bus Operator Representatives of local bus services on the corridor (maximum 1 per operator)
- Director of Customer Experience (TfWM)
- Officer representative from each of the constituent authorities on the corridor (Birmingham, Sandwell and Walsall)
- 1 representative each from Transport Focus and Bus Users UK
- 1 representatives from each of the Local Enterprise Partnerships on the corridor (BCLEP and GBSLEP)
- *A representative from the Department for Transport (Observer)*

- *Other local bus operator representatives (Observers)*

3. EP Scheme (A45) Reference Group

- Bus Operator Representatives of local bus services on the corridor (maximum 1 per operator)
- Director of Customer Experience (TfWM)
- Officer representative from each of the constituent authorities on the corridor (Birmingham and Solihull)
- 1 representative each from Transport Focus and Bus Users UK
- 1 representative from Greater Birmingham and Solihull LEP
- *Officer representative from Warwickshire County Council (Observer)*
- *A representative from the Department for Transport (Observer)*
- *Other local bus operator representatives (Observers)*

Enhanced Partnership Timeline

Action	Who	Date
Informal discussions	TfWM, Constituent Authorities & Local Bus Operators	April to June 2019
Approval to Prepare an EP Plan and 2 EP Schemes	WMCA Board	28 June 2019
Issue Notice of Intention to Prepare an EP	TfWM	July 2019
Formal Discussions ³	TfWM, Constituent Authorities & Local Bus Operators	July to September 2019
Local Authorities to seek approval to develop EP and delegate 'making' the EP to responsible senior officer	Constituent Authorities	August 2019
Issue a Notice that an EP Plan and 2 EP Schemes have been prepared	TfWM	End of September 2019
Local Bus Operator Objection Period (minimum 28 days)	Local Bus Operators	October 2019
Seek Approval to Consult ⁴	Transport Delivery Committee	4 November 2019
Formal (Public) Consultation	TfWM, Constituent Authorities & Local Bus Operators	November / December 2019
Consultation Outcomes and Approval to 'make' the EP Plan and 2 EP Schemes ⁵	Transport Delivery Committee	10 February 2020
Issue Notice to 'make' the EP Plan and 2 EP Schemes	TfWM	March 2020
EP Plan and 2 EP Schemes Made (70 days after the schemes have been 'made')	-	June 2020

³ *Formal discussions will take as long as necessary to agree that an EP Plan and 2 EP Schemes have been prepared. Therefore, the timelines may change depending on the progress of the formal discussions.*

⁴ *Subject to passing the operator objection period*

⁵ *Subject to no modifications to the EP Plan or 2 EP Schemes following formal consultation*

