



Overview & Scrutiny Committee

Date: Tuesday 4 September 2018

Time: 10.00 am **Public meeting** Yes

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

Membership

Councillor Peter Hughes (Chair)	Sandwell Metropolitan Borough Council
Councillor Cathy Bayton	Dudley Metropolitan Borough Council
Paul Brown	Black Country Local Enterprise Partnership
Councillor Dean Carroll	Shropshire Non-Constituent Local Authorities
Councillor Mike Chalk	Worcestershire Non-Constituent Local Authorities
Councillor Stephen Craddock	Walsall Metropolitan Borough Council
Councillor Stuart Davis	Joint Coventry/Solihull Representative
Councillor Alan Dudson	Staffordshire Non-Constituent Local Authorities
Councillor John Glass	Warwickshire Non-Constituent Local Authorities
Councillor Josh Jones	Birmingham City Council
Councillor Tariq Khan	Coventry City Council
Councillor Angus Lees	Dudley, Sandwell, Walsall and Wolverhampton Councils
Mike Lyons	Greater Birmingham & Solihull Local Enterprise Partnership
Councillor Ian Shires (Vice-Chair)	Dudley, Sandwell, Walsall and Wolverhampton Councils
Councillor Stephen Simkins	City of Wolverhampton Council
Councillor Joe Tildesley	Solihull Metropolitan Borough Council
Councillor Lisa Trickett (Vice-Chair)	Birmingham City Council
Sarah Windrum	Coventry & Warwickshire Local Enterprise Partnership
Councillor Ken Wood	Birmingham City Council

Quorum for this meeting shall be 13 members

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

Contact Lyndsey Roberts, Scrutiny Officer
Telephone 0121 214 7501
Email Lyndsey.Roberts@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
Meeting Business Items			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interests Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Minutes of the meeting held on 16 July 2018	Chair	1 - 4
4.	Forward Plans - Overview & Scrutiny Committee and WMCA Board	Chair	5 - 12
5.	WMCA Leaders Like You Report - Progress Update	Henry Kippin	13 - 66
6.	'Effectiveness of Overview & Scrutiny Committees' - Government Response to the Communities & Local Government Select Committee's First Report	Lyndsey Roberts	67 - 74
7.	Overview & Scrutiny Committee - Working Groups - Progress Update	Chair	75 - 78
8.	Exclusion of the Public and Press [In accordance with s100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business as they are likely to involve the disclosure of exempt information as specified in paragraph 3 of the Act.]	Chair	None
9.	Midland Metro Construction - Proposed Business Support Package	Nafees Arif	79 - 94
10.	Bus Operator Recharging Proposal	Pete Bond	To Follow
Date of Next Meeting			
11.	Monday 26 November 2018 at 10:00am	Chair	None



**West Midlands
Combined Authority**

Overview & Scrutiny Committee

Monday 16 July 2018 at 12.15 pm

Minutes

Present

Councillor Peter Hughes (Chair)	Sandwell Metropolitan Borough Council
Councillor Cathy Bayton	Dudley Metropolitan Borough Council
Councillor Mike Chalk	Worcestershire Non-Constituent Local Authorities
Councillor Stephen Craddock	Walsall Metropolitan Borough Council
Councillor John Glass	Warwickshire Non-Constituent Local Authorities
Councillor Angus Lees	Dudley, Sandwell, Walsall and Wolverhampton Councils
Mike Lyons	Greater Birmingham & Solihull Local Enterprise Partnership
Councillor Ian Shires	Dudley, Sandwell, Walsall and Wolverhampton Councils
Councillor Joe Tildesley	Solihull Metropolitan Borough Council
Councillor Ken Wood	Birmingham City Council

In Attendance

Councillor Liz Clements	Birmingham City Council
Councillor John Cotton	Birmingham City Council
Councillor Bill Hancox	Nuneaton & Bedworth Borough Council
Chris Handy	Black Country Local Enterprise Partnership
Councillor Rachel Harris	Dudley Metropolitan Borough Council
Councillor Jackie Taylor	Sandwell Metropolitan Borough Council

Item Title No.

1. Apologies for Absence

Apologies for absence were received from Councillor Daniel Barker, Paul Brown, Councillor Dean Carroll, Councillor Julian Grubb, Councillor Josh Jones, Councillor Tariq Khan, Councillor John Preece, Councillor Stephen Simkins and Councillor Lisa Trickett.

2. Appointment of Chair

The committee noted that at the meeting of the WMCA Board held on 22 June, Councillor Peter Hughes was appointed Chair of this committee for the 2018/19 year.

3. Appointment of Vice-Chairs for Overview & Scrutiny Committee and Lead Members for Task & Finish Groups

The committee considered the appointment of its vice-chairs and the lead members for its task & finish groups for 2018/19.

Resolved:

- (1) Councillor Ian Shires and Councillor Lisa Trickett be appointed Vice-Chairs of the Overview & Scrutiny Committee for 2018/19.
- (2) The Lead Members for each of the committee's task & finish groups be as follows:
 - Budget - Councillor Peter Hughes
 - Governance - Councillor John Cotton
 - Health & Wellbeing - Councillor Cathy Bayton
 - Inclusive Growth and Productivity & Skills Commission - Councillor Lisa Trickett
 - Housing & Land - Councillor Ian Shires

4. Minutes - 16 April 2018

The minutes of the meeting were agreed as a correct record.

5. Task & Finish Groups - Governance Arrangements

The committee considered a report from Lyndsey Roberts, Scrutiny Officer, on the governance arrangements for its five task & finish groups for 2018/19.

During the last year, the committee established five task & finish groups with responsibility for undertaking detailed thematic scrutiny in areas members had identified as particular areas of interest, and it was proposed to continue with these groups. Because the groups themselves did not have any delegated decision making authority, they would provide regular update reports to this committee, along with recommendations for consideration.

The Chair confirmed that the Governance Task & Finish Group would look at the appropriateness of transport scrutiny within the combined authority as part of its workplan. Lyndsey Roberts undertook to arrange the first meetings of these task & finish groups beginning in September.

Resolved:

- (1) The continuation of five task & finish groups for 2018/19 be approved, namely:
 - Budget
 - Governance
 - Health & Wellbeing
 - Inclusive Growth and Productivity & Skills
 - Housing & Land

- (2) The terms of reference (including membership and lead members/chairs) of these task & finish groups be approved as set out in the report (and as subsequently amended).
- (3) The Head of Governance, in consultation with the Chair of the committee, be given delegated authority to approve any changes or subsequent notifications in respect of the membership of the task & finish groups.
- (4) The Head of Governance, in consultation with the Chair of the committee, be given delegated authority to appoint expert advisors (as considered necessary) to support the task & finish groups in their work.

[NB. Councillor Stephen Craddock declared an interest in matters related to the future governance arrangements affecting the West Midlands Fire & Rescue Authority as a result of him being appointed by Walsall Metropolitan Borough Council to sit on that Authority during 2018/19.]

6. Forward Plan

A forward plan of items to be considered at future meetings of the committee was noted.

7. Tuesday 4 September 2018 at 10:00am

The date of the next meeting was noted.

8. Sarah Sprung, Interim Scrutiny Officer

The Chair thanked Sarah Sprung for the guidance and support she had given to both himself and the wider committee whilst she had been seconded from Sandwell Metropolitan Borough Council to the post of Interim Scrutiny Officer. This support had been invaluable to the committee as it was becoming established and during its first year of operation. He wished her well during her upcoming period of maternity leave.

The meeting ended at 12.40 pm.

This page is intentionally left blank



WMCA Overview & Scrutiny Committee - Forward Plan

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
Mayor's Question Time: Policy 28 September 2018			
Strengthened Local Enterprise Partnerships' - Ministry of Housing, Communities & Local Government Policy Document	To inform members of the policy document published by the MHCLG in July and next steps.	26 November 2018	Julia Goldsworthy Tim Martin
Devolution 2 & Action Plan	To review progress on the delivery of Devolution 2 and action plan	26 November 2018	Julia Goldsworthy
Working Groups - Progress Report	To review progress to date on the respective working groups and to receive recommendations	26 November 2018	Lead member for respective working groups
Mayor's Question Time: Budget 12 December 2018			
Housing & Regeneration Report	To review progress in terms of Housing & Regeneration	25 February 2019	Councillor Mike Bird Gareth Bradford
Working Groups - Progress Reports	To review progress to date on the respective working groups	25 February 2019	Lead member for respective working groups

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
Annual Business Plan 2019/20	To receive and comment on the Annual Business Plan 2019/20	12 April 2019	Linda Horne & Louise Cowen
Health and Wellbeing - Progress Update	To review progress in respect of the health and wellbeing agenda	12 April 2019	Councillor Izzi Seccombe Sean Russell
Working Groups - End of Year Review	To undertake an end of year review on the working groups	12 April 2019	Lead member for respective working groups
Productivity & Skills – Regional Skills Plan	To receive a progress report on the Productivity and Skills agenda	Date to be determined	Councillor George Duggins Julie Nugent
Legacy of Commonwealth Games	To receive a report on the legacy of the Commonwealth Games in terms of health, skills, housing & development	Date to be determined	

WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: SEPTEMBER 2018 - JUNE 2019

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Local Industrial Strategy	To receive an update on the development of the strategy.	14 September 2018	No	Cllr Ian Ward	Patrick White	No	Economic Growth
Budget Monitoring 2018/19	To review the latest budget monitoring position.	14 September 2018	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
Pension Fund Governance Arrangements	To consider new pension fund governance arrangements.	14 September 2018	Yes	Cllr Bob Sleigh	Sean Pearce/ Rachel Teoh	Yes	Finance
Funding for Growth Programme	To provide an update on the programme.	14 September 2018	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
PSR/Inclusive Growth Dashboard	To receive a dashboard update relating to the PSR/inclusive growth portfolio area.	14 September 2018	No	Cllr Steve Eling	Henry Kippin	No	Delivery



Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Police & Crime Commissioner/Mayoral Governance	To consider the governance review and scheme.	14 September 2018	Yes	n/a	Henry Kippin	No	Governance
Fire Service Governance Update	To provide an update on the Order making process and feedback from the Home Office.	14 September 2018	No	Cllr Steve Eling	Henry Kippin	No	Governance
Working to Work' Charter	To approve the adoption of the charter.	14 September 2018	No	Mayor	Sean Pearce/Anna Sirmoglou	No	Governance
Housing First: Background, Principles, Governance and Delivery	To report on the Housing First initiative.	14 September 2018	Yes	Cllr Mike Bird	Henry Kippin	No	Governance
Congestion Management	To approve the West Midlands Congestion Action Plan	14 September 2018	Yes	Cllr Roger Lawrence	Laura Shoaf/Anne Shaw	No	Transport

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Budget Monitoring 2018/19	To review the latest budget monitoring position.	9 November 2018	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
Treasury Management Strategy Mid-Year Report 2018/19	To consider a six-monthly treasury management report.	9 November 2018	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
Health & Safety Annual Report	To consider the annual report.	9 November 2018	No	Mayor	Laura Shoaf	No	Governance
CS2 Connectivity Strategy	To consider prioritisation.	9 November 2018	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport
Transforming Cities Fund	To agree the allocation of funding.	9 November 2018	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport
Healthy Life Expectancy & Impact on Employment	To consider a report on the impact on employment of healthy lifestyles.	9 November 2018	No	Cllr Izzi Seccombe	Jane Moore	No	Wellbeing

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Budget Monitoring 2018/19	To review the latest budget monitoring position.	11 January 2019	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
Draft 2019/20 Budget, Precept and Levy	To consider proposals for the 2019/20 WMCA budget, precept and levy.	11 January 2019	Yes	Cllr Bob Sleigh	Sean Pearce	No	Finance
WMCA 2019/20 Budget, Precept and Levy	To agree proposals for the 2019/20 WMCA budget, precept and levy.	8 February 2019	Yes	Cllr Bob Sleigh	Sean Pearce	No	Finance
Medium Term Financial Plan	To approve the plan.	8 February 2019	Yes	Cllr Bob Sleigh	Sean Pearce	No	Finance
New Stations Outline Business Case - Packages 1 & 2	To approve the outline business cases in respect of new rail stations Willenhall - Darlaston	8 March 2019	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport



Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
Budget Monitoring 2018/19	To review the latest budget monitoring position.	12 April 2019	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
Budget Monitoring 2018/19	To review the latest budget monitoring position.	14 June 2019	No	Cllr Bob Sleigh	Sean Pearce	No	Finance

This page is intentionally left blank



Overview & Scrutiny Committee

Date	4 September 2018
Report title	WMCA Leaders Like You - Progress Update
Portfolio Lead	Councillor Steve Eling - Portfolio Lead for Cohesion & Integration and Public Sector Reform
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

Recommendation(s) for decision:

Overview & Scrutiny Committee is recommended to:

- (1) Note the progress that has been made and is continuing to be made in the delivery of the number of recommendations arising from the Leaders Like You report.

Purpose

1. To appraise Overview & Scrutiny Committee of the developments and progress in relation to the work being undertaken to implement the recommendations of the 'Leaders Like You' report, which is a report published by the West Midlands Combined Authority's Leadership Commission.

Background

2. On 25 May 2018, the WMCA Board endorsed and supported the draft findings of the Leadership Commission report.
3. The Commission launched its full report in June as part of a phased launch that involved the publication of key research findings, sector specific recommendations and support mechanisms.
4. Although the population of the West Midlands is diverse, this is not reflected in the leadership. As part of the Mayor's integration and cohesion strategy, he had launched a Leadership Commission. The West Midlands Leadership Commission sought to improve the opportunities for people from those communities and groups which are currently under-represented in the leadership of the West Midlands.
5. The West Midlands Leadership Commission had spent nine months reaching out into communities and institutions to give a voice to the views, real-life experiences and ideas of people across the region.
6. The Commission's report – Leaders Like You - focused on the experiences of black and ethnic minority communities, women, the LGBT community, disabled people and lower social economic groups such as white working-class boys.
7. The report has been shaped by strong academic input from the universities of Birmingham, Wolverhampton, Birmingham City, Warwick and Coventry. The work was pulled together by the University of Birmingham's IRiS (Institute for Research into Superdiversity),
8. It found that while the West Midlands has a better rate than many other regions in the adoption of equal opportunity policies and practices more needed to be done.
9. A copy of the Leaders Like You report is attached as appendix A to this report.

Future Work

10. In terms of the next steps, this is detailed in appendix B of this report.

Appendices

- Appendix A - Report from the West Midlands Combined Authority Leadership Commission 2018
- Appendix B - Leaders Like You - Recommendations and Next Steps

Leaders Like You

A report from the West Midlands Combined Authority's
Leadership Commission 2018

#ImHere



West Midlands
Combined Authority

Mayor of the
West Midlands



Contents

Executive Summary.....	10
Where are we now?.....	11
Barriers	12
Recommendations	14
Introduction	22
Initiatives to promote leadership diversity	39

Kiran Trehan & Jane Glover

The Business School, University of Birmingham

Jenny Phillimore & Yanan Zhang

The Institute for Research into Superdiversity

Including contributions from:

Birmingham City University: Annette Naudin & Karen Patel

University of Warwick: Kim Hoque & Duncan Adam

Wolverhampton University: Silke Machold & Michelle Lowe

HSMC at University of Birmingham: Sandie Dunne

Public Services Academy at University of Birmingham: Catherine Mangan

Coventry University: Harris Beider & Kusminder Kahal



Meet the Commissioners



Anita Bhalla
OBE (Chair)



Professor
Jenny Phillimore
University of
Birmingham



Professor
Kiran Trehan
University of
Birmingham



Suzy Verma
HSBC



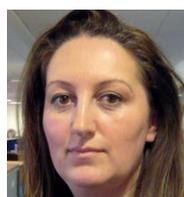
Chief
Superintendent
Bas Javid
WM Police



Jacqui Francis
AdinaMay
Consulting



Tim Rayner
Partner, Irwin
Mitchell LLP



Christina
Michalos - 5RB



Anisa Haghdadi
Beatfreeks



Vidar
Hjordeng
MBE
Consultant
with ITV news



Professor
David Roberts
Birmingham City
University



Johur Uddin
Community
Connect
Foundation



Lawrence Barton
Managing
Director of GB
Training (UK)



Davinder
Prasad JP
BOPA



Jackie Dunne
University of
Wolverhampton



Lyndsey Roberts
Commission
Project Manager



Deborah
Cadman OBE
WMCA



Rosie Ginday
Miss Macaroon



Sunder Katwala
British Future



Derek Webley
Former Chair
of WM Police
Auth, DL



Sarah-Jane
Marsh
Birmingham
Women's and
Children's NHS
Foundation Trust



Dr Dorian Chan
Wing Wah Group

Foreword

The West Midlands Combined Authority took a bold step when they asked for this Commission to be set up. From the outset we knew there was a deficit in the diversity of Leaders both in the private and public sectors but there was insufficient robust data to address this issue. In setting up the Commission the CA knew that it too would have to open itself up to scrutiny.

In the region we are witnessing an exciting and rapid shifting of the political, economic, social, cultural, environmental, and technological landscapes. Our region is a microcosm of the world marked by Globalisation, Digitisation and Diversity yet this does not touch on the lives of some of our most marginalised people.

There are three striking metrics of the West Midlands. This region is one of the most ethnically diverse areas in the UK, and in Europe. In addition, Birmingham is one of the youngest cities in Europe with under 25 year olds making up 40% of the population. It is also the only UK city in which the population is increasing and is set to become the first majority 'black' city in the UK by 2020.

Our research has found that a fuller profile of diversity in leadership in the WMCA area is not possible to construct because of data gaps. Nevertheless, enough information is available to show there is a significant leadership diversity gap.

More analysis would be helpful on 'diversity within diversity' or 'intersectionality', that is, the representation of groups that have two or more of potentially under-represented characteristics. There is also a need for more monitoring of information to be able to evaluate better the impact of leadership diversity promotion activities.

The region has an exciting opportunity to grow rapidly economically but will be held back if we do not tackle the underrepresentation in leadership roles from people of all backgrounds. It is vital that if we want to develop an inclusive region, where people are respected and feel a part of society we need to look at the importance of diverse leadership with a determination to put into place actions which not only embrace it as a concept but adopt it in all of our societal and political decisions; this needs to happen in our streets and neighbourhoods as well as in our public and private insitutions.



I want to thank the Commissioners who have spent the last nine months in not only guiding the work but being out and about listening to people.

We the Commissioners feel that this is the beginning of a long overdue journey. The work for our current leaders in the private and public sectors begins now.

As a Commission we could not have undertaken this important work without the support of our Universities in the region. This work was led by a dedicated team from the University of Birmingham under the stewardship of Jenny Phillimore, Kiram Trehan, Jane Glover and Yanan Zhang.

Anita Bhalla OBE
 Chair, WMCA Leadership
 Commission

Foreword

Inclusive Leadership for Inclusive Growth



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.

As the WMCA portfolio lead for Cohesion, Inclusion and Public Service Reform the work of the Leadership Commission is pivotal to delivering on my agenda for reform and for instigating positive change across the region.

The diversity of the West Midlands is one of our biggest strengths, we have a young and incredibly diverse population for which we need to ensure there are opportunities to grow and flourish. We want change to be sustainable and not just about meeting 'quotas' to deliver diversity.

We know that people from under-represented groups are not taking advantage of the opportunities we want the region to provide for them. There are barriers to progress in life and work which are felt disproportionately by certain communities, groups and individuals. This is not a new issue, but it is a critical one. We will not close the productivity gap articulated in our Strategic Economic Plan without inclusive leadership and inclusive growth that enables more of our citizens to play a full part.

Inclusive growth means using diversity as an asset – but what the Leadership Commission makes clear is that we will need a step change in practice to get there. Inclusive Growth can only become sustainable through the evolution of a more inclusive leadership culture and practice across the region.

The work of the Commission over last 9 months has been supported by academic teams who have produced some fantastic data on which to develop our understanding of the barriers preventing a more diverse leadership across our region. But we have sought to go beyond this and to look at some of the real stories behind the headlines so that our path forwards creates sustainable solutions that will deliver the long-term change needed to deliver inclusive leadership.

I am incredibly proud of the work that has been achieved through this commission. The challenge is now is to act on the recommendations in collaboration across our region.

Councillor Steve Eling
Leader of Sandwell Council,
WMCA portfolio holder for
Cohesion and Integration

Foreword



In my time as Managing Director of John Lewis, Chair of the Greater Birmingham and Solihull LEP, and candidate for the Mayoralty I was constantly struck that meetings of regional leaders involved many people who looked like me – white, male, middle aged! All were admirable individuals in their own right, but as a group we did not reflect the rich diversity of our vibrant region. On becoming Mayor I was determined to try to do something about that as it can't be right that the half who are women, third who are from BAME backgrounds and the 20% who have some form of disability are underrepresented in our leadership. The Leadership Commission under the chairmanship of Anita Bhalla OBE was therefore born.

I am extremely grateful that the WMCA, local councils, businesses and our regional institutions have come together to provide data, ideas and support for changing the makeup of the leadership of our region. That's been combined with real life experience from the many focus groups led by our commissioners and strong academic input from the Universities of Birmingham, Wolverhampton, Birmingham City, Warwick and Coventry. IRiS (Institute for Research into Superdiversity) at the University of Birmingham have been the main drivers of this report and I am grateful for the dedication in producing this report.

I am pleased that the outcome is honest and challenging to us. The recommendations call for better talent pipelines for people of all backgrounds whether their diversity is evident or not.

The Commission calls on all of us in leadership positions to think what difference our own actions can make, to ensure we release the potential of our fellow citizens and ensure the West Midlands becomes a place where everyone can fulfil their potential. I look forward to using the Mayoralty to help make this happen.

Andy Street

Mayor of the West Midlands
and Chair of the WMCA

Executive Summary

This report is a summary of a nine-month research programme commissioned by the West Midlands Combined Authority's Leadership Commission on promoting leadership diversity in the area covered by the WMCA. This work is a first amongst combined authorities and its central message – that there is now an economic and business imperative for greater leadership diversity and inclusivity in addition to the clear social imperative - needs to be taken up across the whole country, not only through the WMCA area.

The diversity and young age profile of the WMCA area is a huge asset and yet there is a significant leadership diversity gap. This matters as research suggests that greater leadership diversity leads to greater prosperity and reduced marginalisation and disaffection amongst excluded groups.

The research, undertaken by local universities and coordinated by the University of Birmingham, aimed to: better understand current representation of key groups in leadership positions; identify barriers and good practice in overcoming these barriers; and lay the basis for a strategy and action plan to promote inclusive leadership which would be monitored and evaluated.

Where are we now?

- A full profile of diversity in leadership in the WMCA area is not possible because of data gaps. Nevertheless, enough information is available to show there is a **significant leadership diversity gap**.
- Women tend to be better represented in leadership in the public sector than the private sector in the WMCA area, particularly in the NHS, local authorities and civil service where they are a large majority of the workforce. They also make up a large majority of the workforce in education too but tend to be poorly represented in leadership positions. **Female directors of large, private sector companies are a rare sight**.
- **People with disabilities are underrepresented across the board** in the public and private workforce both as a whole and in leadership positions.
- **The proportion of BAME people in the workforce of local public and private sector organisations is generally significantly below that in the local working age population.** It tends to be lower still in leadership positions.
- Information is scarcer for other groups, but some is available on people identifying as LGBT. **There is a huge gap in information on people from working class backgrounds in leadership positions.**
- More analysis would be helpful on 'diversity within diversity' or 'intersectionality', that is, the representation of groups that have | two or more of potentially under-represented characteristics.
- There is also a need for more monitoring information to be able to evaluate better the impact of leadership diversity promotion activities.



Barriers

- Barriers to diversity in leadership can be found at different levels - societal, organisational/institutional and individual.
- Recruitment barriers need to be tackled to have a 'pipeline' of diverse future leaders.
- Barriers common to most groups include:
 - Lack of self-confidence and self-belief partly as a result of institutional factors;
 - A tendency to recruit and promote in one's own image;
 - Nepotism and an "old boys club" mentality;
 - Exclusion from informal networks of communication;
 - Stereotyping/preconceptions of a person's roles and abilities derived from prejudices in wider society;
 - Lack of mentors, role models and appropriate networks of individuals to provide social support and advice.
- Barriers faced particularly by women include:
 - Non-recognition of commitment to personal and family responsibilities;
 - More subtle biases such as the requirement for career breaks if having children;
 - The dominance of male leadership and male leadership styles.
- Barriers faced particularly by people with disabilities include:
 - Job security;
 - Personal development;
 - Career prospects;
 - Perceived capacity to lead; and
 - Travel-to-workplace difficulties.
- Barriers faced particularly by BAME people include:
 - Paucity of mentors, role models and support groups;
 - Lack of understanding of cultural differences;
 - Pressure to assimilate and conform to an organisational stereotype;
 - A backdrop of institutional and societal racism.
- Barriers faced particularly by LGBT include:
 - Lack of confidence;
 - Having to conform to stereotypical machismo;
 - Banter which should be considered homophobic;
 - Use of language which is exclusionary;
- 'Double marginalisation of people having two or more 'underrepresented characteristics' needs to be considered.

What can we do about it?

Workforce and leadership development programmes need to be embedded in an organisation's human resources strategy.

Good practice in promoting diversity in leadership is good practice for all staff and leadership development, and vice versa.

Diversity-promoting interventions fall into two broad categories of changing organisational culture and supporting individuals.

Organisational change includes adopting effective equal opportunity (EO) policies and giving life to them through your practices, identifying a senior person responsible for change, reviewing recruitment practice and changing if necessary, establishing network/affinity groups, peer-to-peer mentoring, and ensuring there is staff development which takes into account an individual's diverse needs.

The West Midlands region has a better rate of adoption of EO policies and many practices but there is a great deal of room for improvement.

Individual support includes targeted leadership development programmes, mentoring, coaching, work shadowing, succession planning, talent management and advice from role models.

There are also initiatives which encourage the next generation of leaders and to establish peer-to-peer groups across different organisations.

More attention needs to be paid to monitoring and evaluating the effectiveness of leadership diversity initiatives.

Recommendations

On the basis of the evidence collated through this research, the West Midlands Leadership Commission is making a number of recommendations for the WMCA and its partner organisations under five themes:

1. Inclusive leadership to drive inclusive growth
2. Working in partnership with business to develop inclusive leadership
3. A step change in recruitment and human resource development
4. Combatting the evaluation and learning deficit
5. A route map for the next generation.

Theme One: Inclusive leadership to drive inclusive growth

Recommendation 1a:

The WMCA must lead by example and will act on an ambitious plan to bring more diverse leaders into its own organisation, networks and governance, drawing on lessons from this research. It will commit to:

- track and report publicly on progress on this action plan by publishing an annual review;
- taking responsibility for updating the information on leadership diversity across the WMCA area, including seeking to fill data gaps;
- evaluating the impact of this Leadership Commission after 12 months; and
- holding a repeat West Midlands Leadership Commission enquiry every 5 years.

Recommendation 1b:

Embed Leadership Commission outcomes within the strategic goals of the WMCA, measuring the inclusiveness of the area's growth on an ongoing basis through our Inclusive Growth Unit.

Recommendation 1c:

Transport is a major enabler of access to employment especially for people with disabilities, and the lack of this can limit skills, training, job and leadership opportunities, which will affect the long-term leadership pipeline. The WMCA, TfWM and partners will propose interventions to address the barriers.

Recommendation 1d:

The WMCA will work with its regional partners and national experts to explore what leadership skills our future economy will require, and how we can bring best practice to bear in the region.

Recommendation 1e:

Major events in the region including the Commonwealth Games and City of Culture provide a platform to showcase this vision of inclusive leadership and to act as a catalyst for practical progress. The WMCA will work with partners to ensure that promoting diversity and inclusive leadership are embedded in the ethos and delivery of these and other major events.



Theme Two:

Working in partnership with business to develop inclusive leadership

Recommendation 2a:

The West Midlands Leadership Commission is calling for a generational change in the diversity of leadership within the region. Success will depend on ownership right at the top of organisations, aligning inclusive leadership to the core values and goals of future business. Without this ownership at the top and throughout an organisation, it will be far harder to break down the barriers faced by those from underrepresented groups seeking leadership positions. The Mayor wishes to convene a 'Inclusive Leadership Meetings' for leaders of organisations to meet, commit to action and share successes and difficulties.

Recommendation 2b:

Evidence suggests that many organisations in particular sectors struggle to diversify their leadership and workforce. The WMCA will work with those struggling the most and encourage the development of capabilities in other organisations to do the same.

Recommendation 2c:

To celebrate the best and encourage progress across the board, future inclusive leadership targets should be transparent. The WMCA will work with organisations to work out how a more inclusive leadership can be achieved, and help organisations set realistic targets.

Recommendation 2d:

We don't accept that diverse role models are too difficult to find. The WMCA will create a live list of female, BAME, disabled and LGBT panellists and speakers so that event organisers in business and across the sectors can more easily access a more inclusive list of speakers. Success will be celebrated with a showcase publication and event, developed in partnership with the region's major media outlets.

Recommendation 2e:

Mentoring is a powerful tool for building bridges into leadership. We recommend an expansion of the Mayor's Mentors scheme, including encouraging today's CEOs and whole boards to sign up and help young people connect with today's leaders within the region.

Recommendation 2f:

We recommend the championing of other support mechanisms including 'affinity groups' within organisations and work shadowing.

Recommendation 2g:

The WMCA will play a leading role embedding diversity within its investment and delivery portfolio and its inward investment strategy, incentivising it within its supply chain through its social value policy, it should also expect its partners to commit to inclusive leadership and measure the impact of these policies over a ten year period.

Theme Three:

A step change in recruitment and human resource development

Recommendation 3a:

There is a need for effective HR practice that continually works on the barriers to progression for groups under-represented in leadership. The WMCA will work with employers to share the evidence of effective practice, and to strengthen networks which can bring under-represented groups into leadership roles.

Recommendation 3b:

There is a need to fill the gap between often good recruitment policy, and everyday practice that has yet to catch up. Pro-diversity recruitment and promotion will be encouraged by the WMCA. The WMCA will host a roundtable of HR managers in the region to explore ways in which we can create a fairer regional system.

Recommendation 3c:

The bar must be raised on HR and recruitment policy. Where there is evidence that interventions have made a difference, as with blind recruitment and the NHS practice in the region of ensuring representative interview panels, it should be disseminated to allow these initiatives to be adapted by other sectors.

Recommendation 3d:

Potential leadership candidates in the focus groups often spoke about the lack of useful advice on progression. This generates scepticism about whether commitments to inclusive leadership are genuine. If they are to convince potential candidates that they do have a fair chance to take up leadership roles, employers need to address this perception, and to change practices where necessary.

Theme Four: Combatting the evaluation and learning deficit

Recommendation 4a:

The lack of robust evaluation of leadership interventions means we don't always know what works. We recommend collaboration with our Universities, funding and research partners to establish an Inclusive Leadership Institute including research centres such as the Centre for Women's Enterprise and Leadership at the University of Birmingham. The Institute will evaluate the impact of leadership initiatives and facilitates networks to co-design effective future interventions.

Recommendation 4b:

The evidence highlights the value and power of peer-to-peer learning networks, where leaders from different organisations can learn from each other. We recommend that the WMCA works with its partners to design peer-to-peer mentoring initiatives to strengthen these networks, building initially on the University of Birmingham's 21st Century leadership breakfast sessions.

Recommendation 4c:

We recommend sharing with the national government the Commission's analysis of the key gaps in how national and regional data on key dimensions is currently recorded and gathered. Addressing these gaps would enable more robust strategies in our region. This would also be a platform for mutual learning across regions on how to encourage inclusive leadership.

Recommendation 4d:

Our commission highlighted clear areas where a lack of research into particular cohorts undermines our ability to develop good leadership interventions. We recommend working with regional universities to facilitate further research into the least studied groups.



Theme Five: A route map for the next generation

Recommendation 5a:

It is critical that more is done to raise levels of aspiration for young people in our marginalised communities. We recommend the creation of a Youth Combined Authority, working in partnership with relevant youth organisations, to bring young people from all parts of our region together to build future political leadership capability and help us see the world through their eyes. We will promote the LGA's Be a Councillor campaign and work with councils to deliver information events for people who wouldn't normally see themselves becoming an elected representative.

Recommendation 5b:

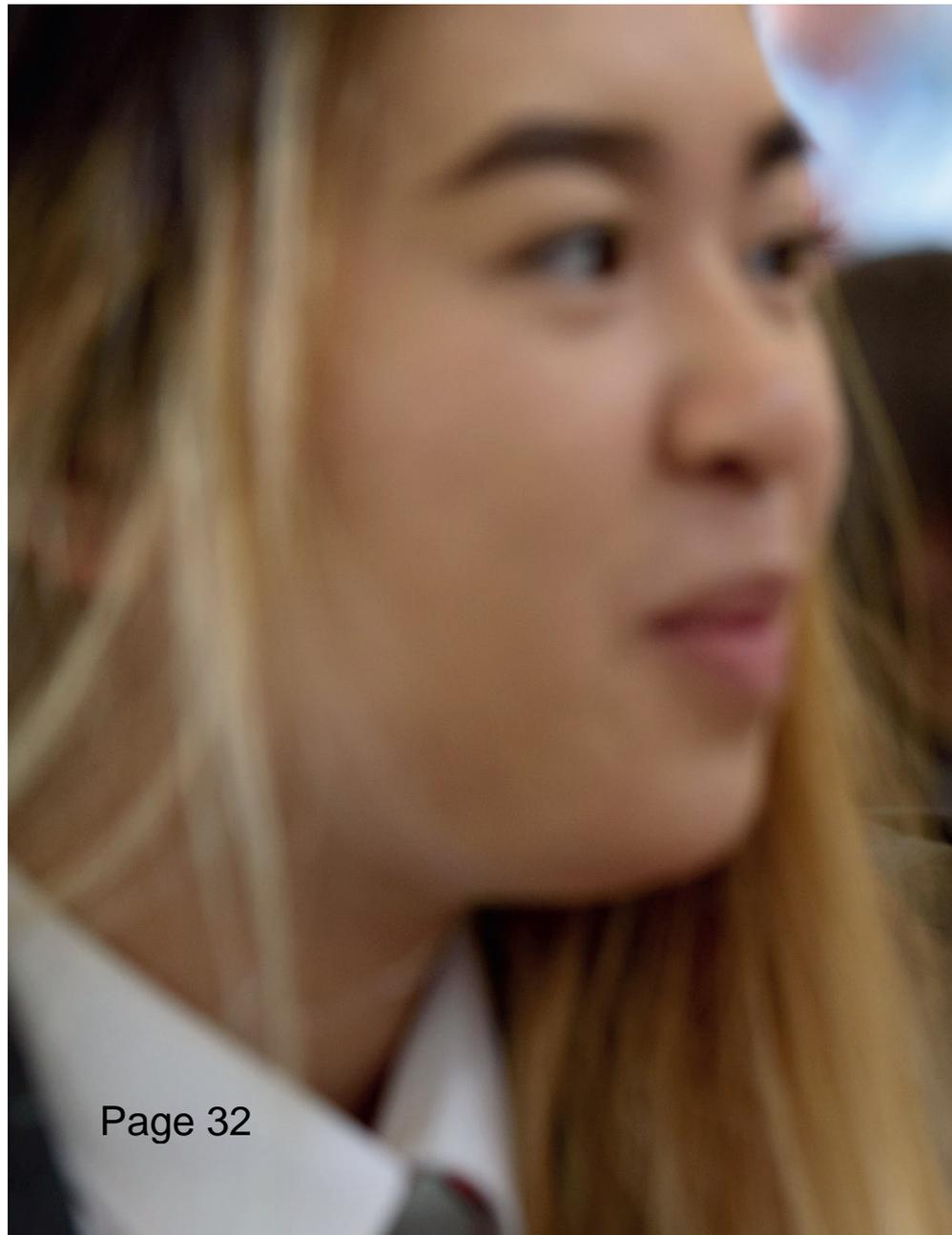
We also recommend that the WMCA and its partners work more closely with schools to encourage young people from underrepresented groups to aspire to leadership positions. The WMCA supports Professional Services Week in Birmingham and will work with partners to broaden the scope of that week, encouraging young people from all across the region to access the many and growing opportunities in the region.

Recommendation 5c:

Our deliberative research told us that fragmented access to information hinders potential. We therefore recommend the creation of an opportunities portal which puts leadership opportunities in the region into a single, accessible platform.

Recommendation 5d:

The WMCA will work with West Midlands universities to create a leadership programme for young and emerging leaders from the faith communities, the Young Changemakers Academy, with a summit event to kick off this work.

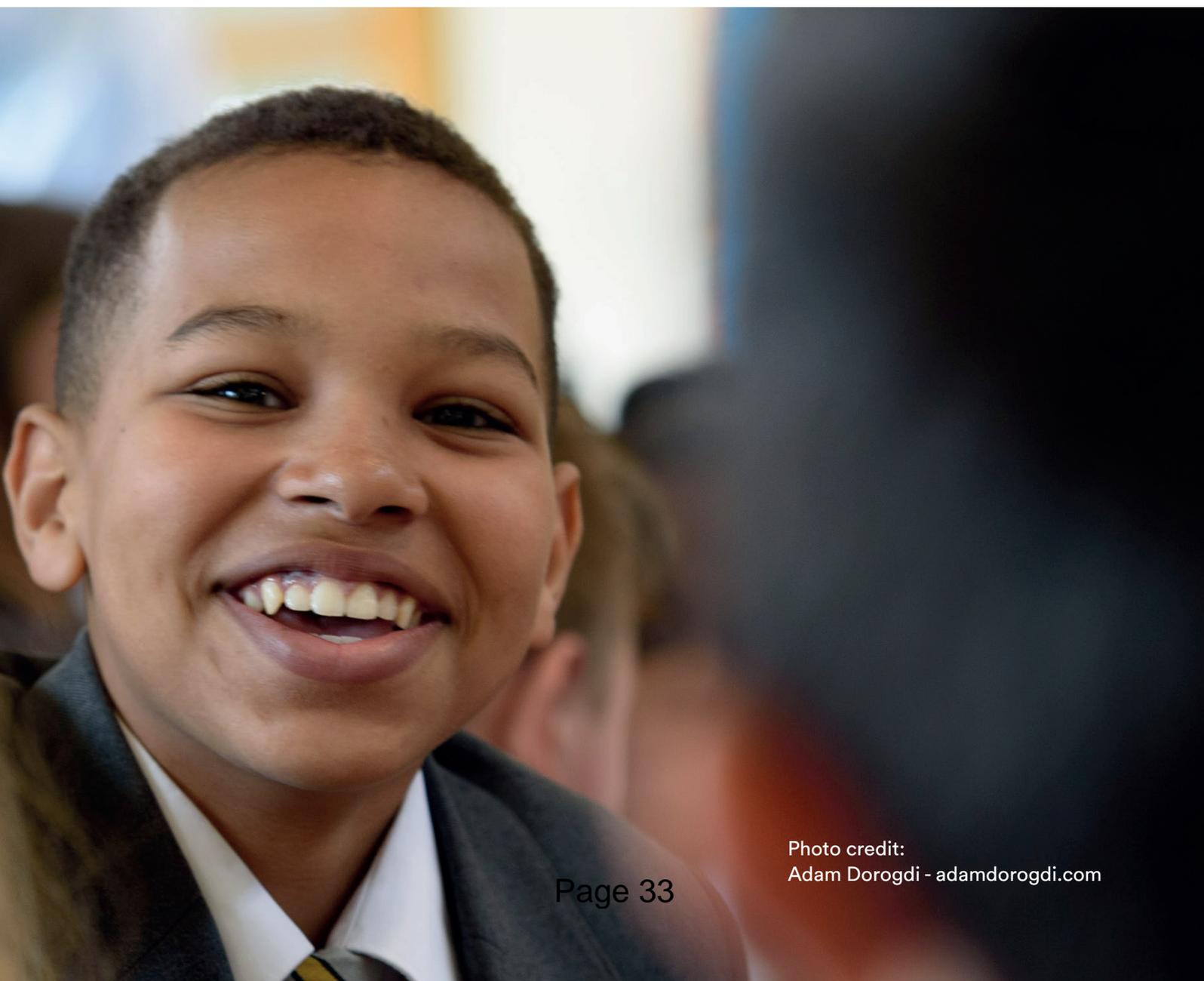


Next steps

Following the publication of this report, the West Midlands Leadership Commission will mobilise commitments from a range of organisations from the public, private and social sectors to play leading roles in taking the Commission's ideas forward. It will stress that increasing leadership diversity and inclusivity is not just a challenge for the WMCA, but also a particular challenge for Local Economic Partnerships and individual local authorities.

The WMCA is interested in hearing from you on current/future initiatives that fit in with the recommendations outlined above.

Mobilising commitments will start with a phased launch of the research outcomes that will involve the publication of key research findings, sector specific recommendations and support mechanisms. Discussions will take place with the WMCA on the future role of members of the Leadership Commission and the universities supporting its work. The Commission will also work closely with the WMCA's Inclusive Growth Unit to develop its forward agenda.





Introduction

The diversity and young age profile of the people who live in the West Midlands has been recognised for a long time as a fantastic asset in the region. The West Midlands Combined Authority (WMCA) and its partner organisations, recognising that diversity is an economic and social asset, have proudly sought to build on this asset to attract investment and visitors and to promote inclusive growth, that is growth that provides benefits for all who live in the area.

However, the WMCA and its partners recognise that more needs to be done as there is a significant leadership gap amongst private and public sector organisations based in the area it covers. The number of women, people with disabilities and Black, Asian and other Minority Ethnic (BAME) people is lower than would be expected given their numbers in the area's population. For example, BAME people make up 12.4 per cent of the UK working population but only 5 per cent of senior managers. This is true for some other groups within the local population.

¹The WMCA brings together representatives from the local authorities of Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton and is led by a directly elected Mayor

This gap exists because certain communities, groups of people and individuals face higher barriers to progress in life and work than others. This in turn can discourage those facing these higher barriers from aspiring and striving for leadership positions resulting in feelings of exclusion and marginalisation.

Does it matter?

Clearly for the individuals affected it does. But the leadership gap also has a profound negative impact on the prosperity of the West Midlands conurbation and wider region and therefore on the population as a whole. New research makes it increasingly clear that organisations with diverse workforces perform better.

Companies in the top quartile for gender and ethnic diversity are more likely to have higher financial returns than their industry average.

This is because a diverse board or governing body tends to have a better understanding of:

- Its customer base/the people it serves, a particularly important factor in the West Midlands given the diversity of its population and the export-orientation of its industry;
- The environment in which its organisation operates;
- The range of opportunities and obstacles it faces.

Organisations with a more diverse board or governing body also tend to attract top talent, have greater employee satisfaction and are better at problem solving, decision making and innovation.

Reflecting diversity better in leadership also matters for other region-wide reasons:

- Given regional population trends, promoting diversity grows the pool from which leaders of the future can emerge. Relying on a shrinking number of white, male and able-bodied men will not be enough.
- More negatively, if certain groups feel that they are being excluded from leadership positions, then this can only increase the risks of discouraging those within the leadership pipeline to aspire to senior leadership positions. More generally, it will increase the risk of disaffection and social conflict.

In short, there is now an economic and business imperative for greater leadership diversity and inclusivity in addition to the frequently cited social imperative of greater equality.

The Leadership Commission

These issues led the WMCA to establish a Leadership Commission to explore ways of improving opportunities for people from those communities and groups which are currently under-represented in the leadership of the West Midlands. Over the past year, the Commission has worked on a research project with a number of the conurbation's universities to:

1. Understand the current representation of key groups in leadership positions in the West Midlands.
2. Identify the barriers these groups face within the region.
3. Identify good practice in the private and public sectors.
4. Create a strategy and action plan with priorities for tackling leadership under-representation.
5. Launch early actions and initiatives aimed at addressing a number of these challenges.
6. Recommend a mechanism for monitoring and evaluating the delivery of recommendations arising out of the research.

This is a summary report of this research, including recommendations from the Leadership Commission on strategies and actions that should be implemented by the WMCA, its partners and all those who can make a positive contribution to closing the leadership gap.

As far as we are aware, this work is a first amongst combined authorities and similar groupings, and we strongly believe its message needs to be taken up across the whole country, not only through the WMCA area.

The research

The research was led by the University of Birmingham. It involved:

- An extensive review of studies and existing data on leadership and diversity in general and, more specifically, in the West Midlands.
- A survey of data and diversity policies and initiatives across many organisations, mainly in the public sector.
- 18 focus groups involving 139 people including employers, employees from under-represented groups and students.
- Case studies of people in leadership positions and interviews with people involved in work to promote leadership diversity.

What this report covers

The next chapter of this report summarises the data available on leadership diversity in the West Midlands. It focuses on women, people with disabilities and BAME people but touches on other under-represented groups where data is available.



Where are we now?

Headlines

- A full profile of diversity in leadership in the WMCA area is not possible because of data gaps. Nevertheless, enough information is available to show there is a significant leadership diversity gap.
- Women tend to be better represented in leadership in the public sector than the private sector in the WMCA area, particularly in the NHS, local authorities and civil service where they are a large majority of the workforce. They are a large majority of the workforce in education too but tend to be poorly represented in leadership positions. Female directors of large, private sector companies are a rare sight.
- People with disabilities are very underrepresented across the board in both the workforce as a whole and in leadership positions.
- The proportion of BAME people in the workforce of local public and private sector organisations is generally significantly below that in the local working age population. It tends to be lower still in leadership positions.
- Information is scarcer for other groups, but some is available on people identifying as LGBT. There is a huge gap in information on people from working class backgrounds in leadership positions.
- More analysis would be helpful on 'diversity within diversity' or 'intersectionality', that is, the representation of groups that have two or more of potentially under-represented characteristics.
- There is also a need for more monitoring information to be able to evaluate better the impact of leadership diversity promotion activities.

This chapter draws together existing and newly acquired information on the proportion of specific groups and communities in the workforce and leadership positions. It provides as complete a picture as possible of leadership diversity in the West Midlands. Despite the patchiness of data, it represents the first comprehensive effort to audit leadership in the West Midlands across its public and private sectors.

After describing the data sources and identifying gaps, it looks at the position across all sectors where information is available of:

- Women;
- People with disabilities;
- People of BAME heritage.

Other groups, such as those from working class backgrounds and the LGBT community, are also under-represented but information on them is far sparser though this is provided when available.

The data sources

This profile has been built from the following data sources:

- Existing studies conducted by researchers.
- An analysis of the government's statistical service's Labour Force Survey (LFS) by Hoque & Adam for the Leadership Commission in 2018. The LFS is the only economy-wide data available, but the sample size of the survey means that data is only available for the West Midlands region as a whole and not for the smaller WMCA area.
- Information provided by the NHS (NHS Workforce Monthly Data Jan 2018 analysed at a county level), the West Midlands local authorities, the West Midlands Fire Service and the civil service.
- Information from the education sector.
- Information on the cultural sector from the Arts Council.
- An analysis of the directors of corporate boards in the largest West Midlands companies.

Data gaps and interpretation issues

Building this profile has been hindered by several gaps in the data including:

1. Different definitions of leadership positions in different organisations.
2. Limited specific information available from much of the private sector and from parts of the public sector.
3. Most of the evidence focuses on gender and leadership but with a growing body of evidence in relation to ethnicity and leadership. Less attention has been paid in research and in monitoring to disability and sexuality. There is virtually no evidence on some important under-represented groups such as those from a working class background, particularly white, male working class.

4. The data and studies are limited in relation to 'diversity within diversity' or 'intersectionality', which is, the representation of groups that have two or more of the potentially under-represented characteristics such as BAME women or disabled women.
5. The data provided here is mainly for a broad range of leadership positions. Greater under-representation may be shown if only the most senior positions are considered. This is suggested by the data on chief executive officers (CEOs) and directors.
6. Little available time series evidence (except for the LFS though there are interpretation problems here) making it difficult to judge trends or the impact of external factors such as the financial crisis and funding reductions. These may have reduced leadership diversity if a de facto 'last in, first out' policy applies, consciously or unconsciously.
7. Linked to this, limited monitoring and evaluation from which to judge whether policies and initiatives are making a difference.
8. The data for leadership in local authorities was collected via a request sent out by West Midlands Employers. Six of the seven WMCA councils provided data (all except Walsall council), which provides the data set for the analysis below.

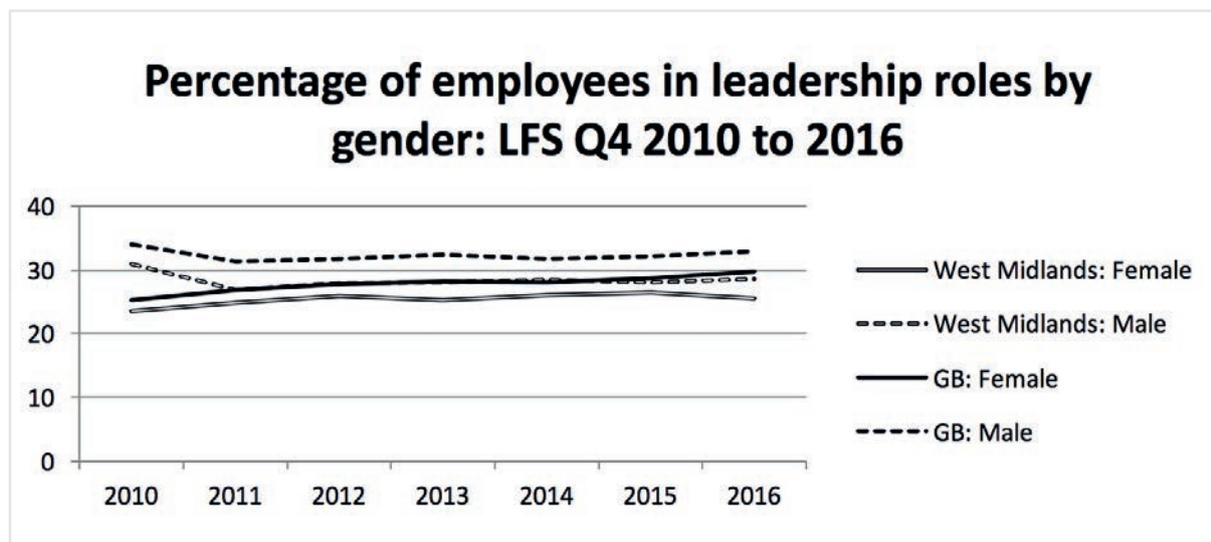
There are also interpretation difficulties. For example, definitions changed over time with the LFS requiring caution in interpreting trends.

In addition, the employment of some groups is concentrated in specific economic sectors. For example, three-quarters of BAME managers are concentrated in just three broad sectors: public administration, education and health; banking, finance and insurance; and distribution, hotels and restaurants. That means that changes in the number and proportion of BAME people in leadership positions over time may be the result of changes in the overall economic structure and not a result of leadership and diversity development policy and practice.

Nevertheless, it has still been possible to provide a broad profile of leadership diversity in the West Midlands despite these data difficulties.

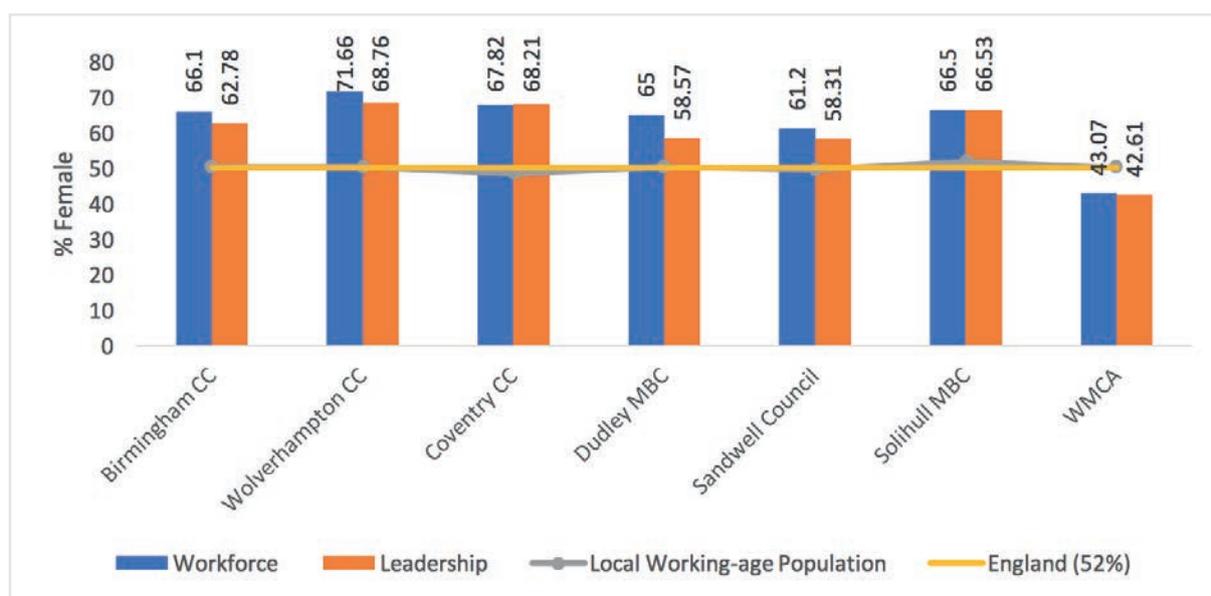
Women

Looking at the regional economy as a whole, LFS data suggests that women have been under represented in leadership roles consistently from 2010 to 2016. (See chart below.) In addition, the West Midlands is lagging Great Britain as a whole in terms of female representation.



Turning to the public sector, the Leadership Commission's survey of Councils in the region showed that female representation in the workforce and in leadership positions is higher than the percentage of women in the working age population in six of the WMCA councils (but slightly lower in the WMCA itself). In addition, female representation in leadership roles is very close to that in the overall workforce.

Female representation in the West Midlands Local Authorities, Feb 2018

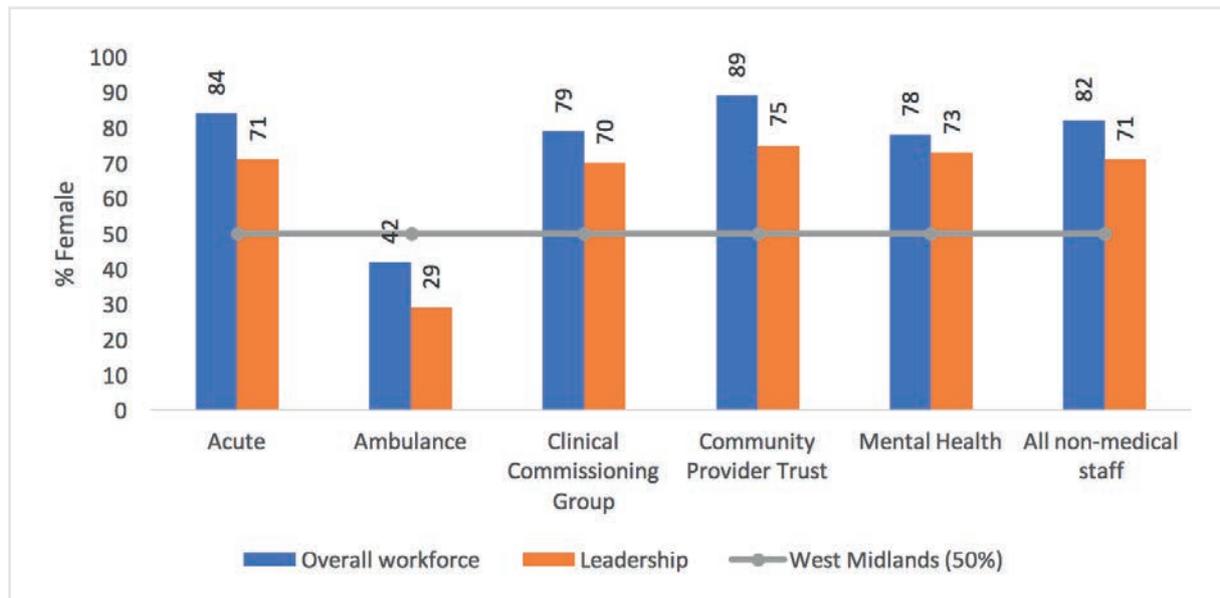


The picture for the NHS is similar to local authorities but with greater contrasts. Over three quarters (82% for non-medical staff) of the West Midlands NHS workforce are female but the proportion in leadership positions is a few percentage points lower. This is the picture across all parts of the NHS except the Ambulance Trust.

³Defined as managers, directors and senior officials, and professional occupations.

⁴Leadership roles in local authorities are defined as Chief Executive, Director, Service Director, Head of Service, Service Manager, Group Manager, and all other post-holders designated as 'Managers'.

The representation of women in the West Midlands NHS Trusts



Women's representation in the **Civil Service** was higher than that of the population in the seven WMCA areas. The percentage of women employees was the highest in the Dudley Civil Service, at 72.86%. Women employees account for more than 50% of the leadership in the civil service (more than 66% in Walsall) although the percentage is lower than their representation in the civil service workforce as a whole.

Data provided by the **West Midlands Fire Service** for its workforce based in the WMCA area shows that women make up less than a quarter of the whole workforce and a slightly lower proportion in leadership positions.

Women form a large majority of the education sector but a significant minority within the sector's leadership. For example:

- In 2015, 64% of secondary classroom teachers were women (rising to 90% in primary schools) but only 40% of headteachers were (DfE 2015).
- At primary school, where men make up just over 10% of teachers, approximately 30% of headteachers are male. If headships reflected the workforce, 74% of heads would be female and there would be 1,739 more female heads.
- The gender balance of female CEOs in MATs (Multi Academic Trusts) is not representative of females in the teaching workforce. There is a significant gender imbalance on MAT Boards. These gender imbalances reflect gender imbalances in the school sector despite the fact that MATs have freedoms that could potentially enable them to address these gender imbalances at Board and CEO level.

⁵Leadership in NHS trust is defined as staff in Grade 8a and above.

⁶Leadership in Fire Service includes Area Commander and above as well as Station, Group, Crew and Watch commander.

Women make up 30% of the **West Midlands Police** (not including civilian staff) and 26% of leadership positions defined as sergeant or above. They do make up 50% of the most senior level of leadership however.

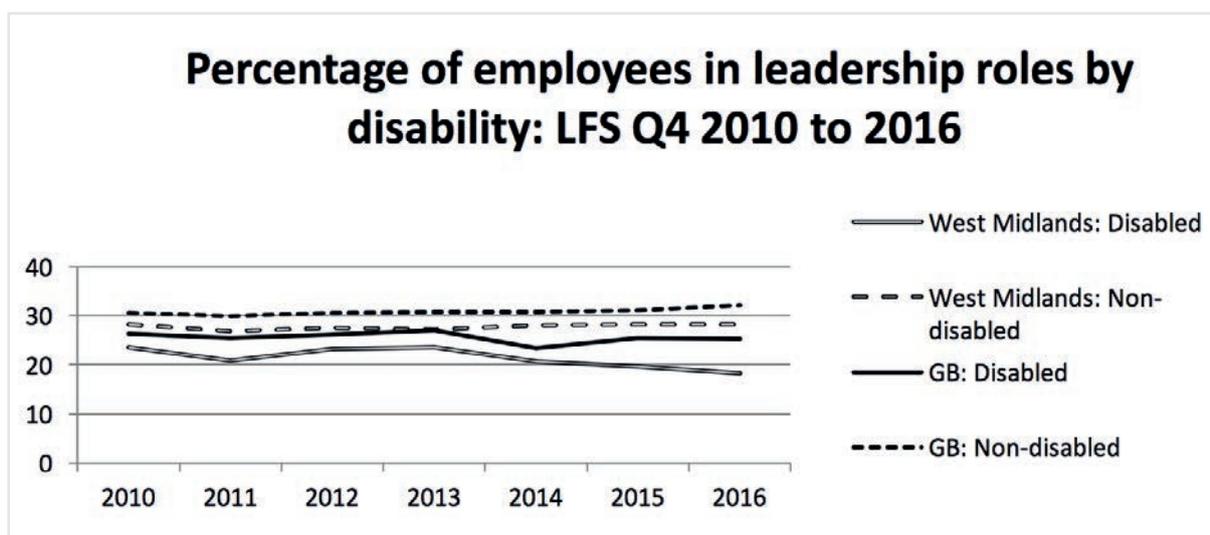
Diversity in the **cultural sector** plays, perhaps, a particularly important role in society. The Arts Council England's (ACE) Equality, Diversity and the Creative Case (2018) argues that diversity is crucial to the connection between the arts and society because "it represents a commitment to the wider world, and forms a two-way channel along which people can travel and find a platform to tell their stories". However, diversity in employment and leadership in the UK's cultural industries remain weak with ACE's latest report stressing that despite small improvements, "aspirations are not always translating into meaningful actions or significant appointments" and that leadership plays a major role in this.

Evidence on leadership diversity in the cultural sector is sparse but in a report specifically written for the Leadership Commission, Birmingham City University analysed leaders in West Midlands NPOs (National Portfolio Organisations) from ACE's data. This found that out of 48 organisations in total, 54% (26) are led by women, 16% (8) are led by people from ethnic minority backgrounds. Of the organisations led by women, 23% are from an ethnic minority background, which is much higher than the 9% of male leaders.

An indicator of the diversity of leadership in the **private sector** is diversity at the company board level. **In 2017, women made up only 13% of the directors of corporate boards in the largest (by turnover) 1000 West Midlands companies** according to a report commissioned by the Leadership Commission. Only 58 companies have perfectly gender-balanced boards. **Over half of the companies (56%) have male-only boards**, whereas 2 have female-only boards.

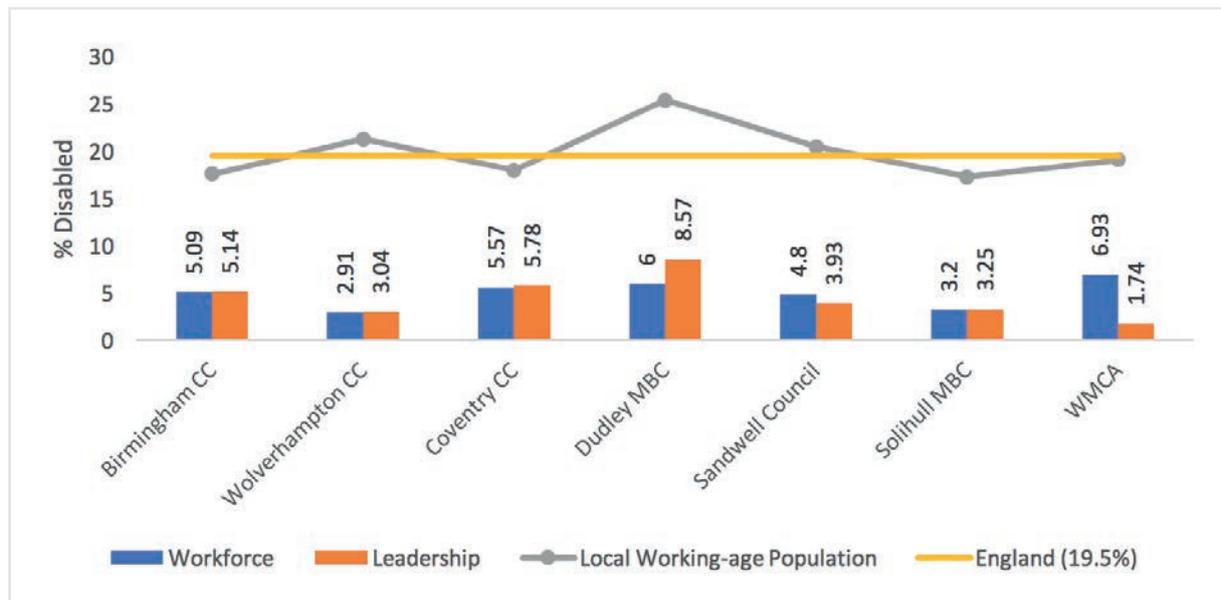
People with disabilities

The LFS data suggests that people with disability have been consistently under-represented in leadership positions in the regional economy between 2010 and 2016, and to a greater extent than women. Again, the West Midlands appears to be lagging the country and the position may have worsened in recent years.



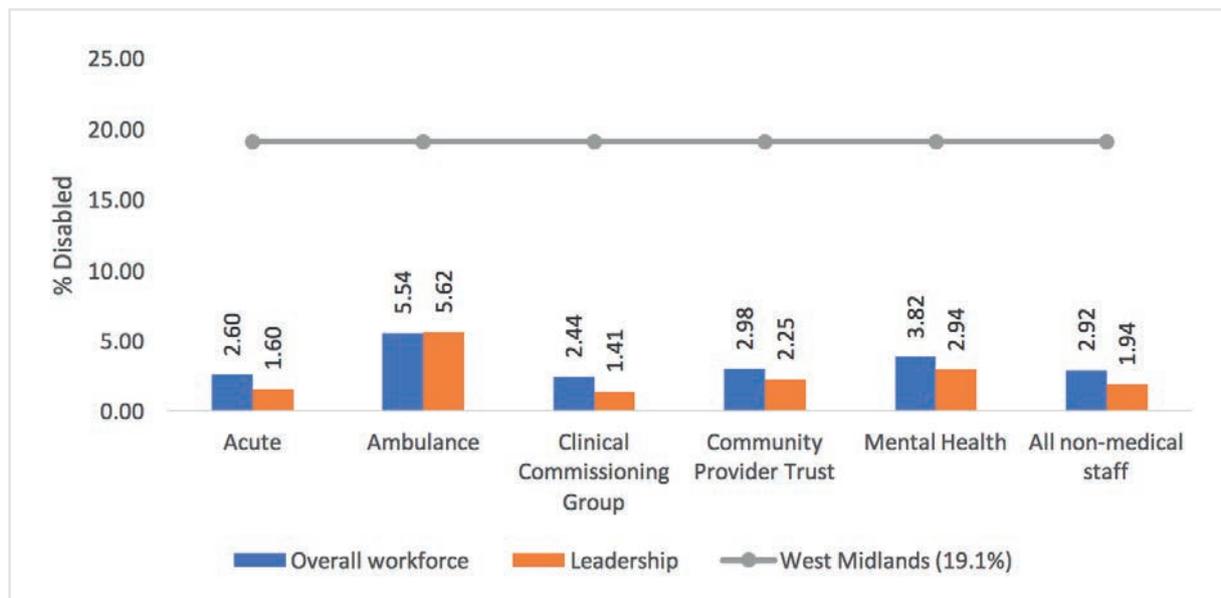
The proportion of disabled people working in six of the WMCA councils (no data for Walsall Council) was much lower than the disabled working-age population proportion in all the council areas. However, the proportion of disabled people in leadership roles is slightly higher than that in the overall workforce, except for Sandwell Council and the WMCA where it was lower.

Disabled representation in the West Midlands Local Authorities, Feb 2018



Again, representation of disabled people in the West Midlands NHS workforce is much lower than in the local working-age population (2.92% vs 19.1%). Representation is even lower in leadership positions except in the Ambulance Trust.

Representation of Disabled People in the West Midlands NHS Trusts

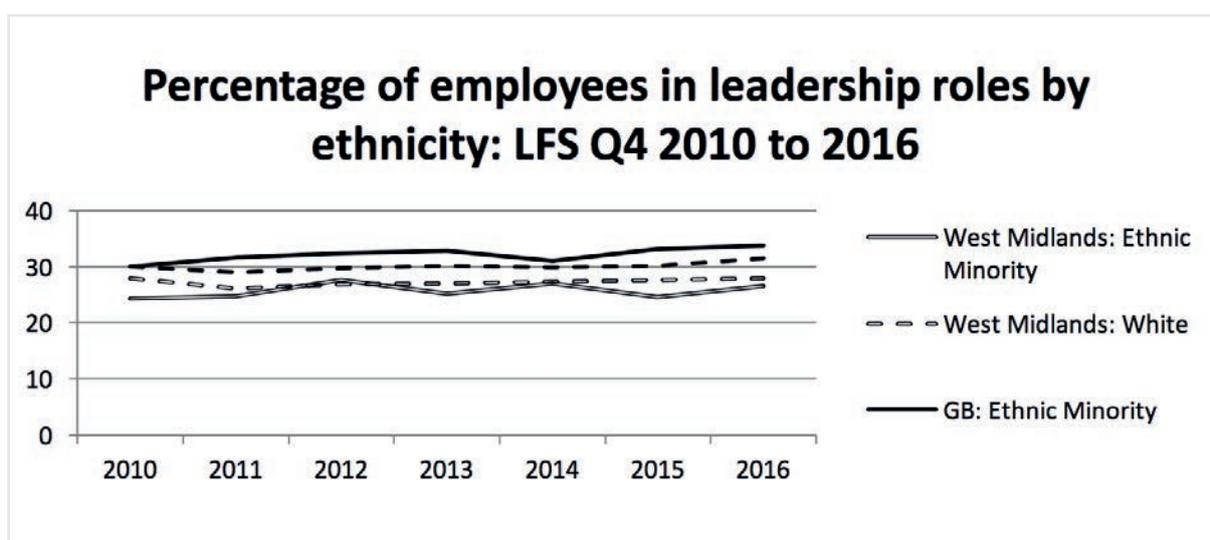


Representation of disabled people in the West Midlands **Civil Service** was lower than in the local population. The percentage of the West Midlands population who were Equality Act core-disabled or work-limiting disabled was 19.1%, while the highest proportion of disabled staff was found in the Solihull-based Civil Service at 8.41%. Except in Sandwell and Walsall, where none of the leadership disclosed a disability, representation in leadership was either higher or close to that in the overall workforce.

A similar picture of under-representation of people with disabilities is shown in the data from the **West Midlands Fire Service**. They made up 3.9% of the workforce and 3.8% of leadership positions. There was substantial variation between local authority areas with 6.6% of the workforce in Dudley though none in leadership positions.

BAME representation

BAME people appear not to have always been under-represented in leadership positions in the region since 2010 according to the raw LFS data, though they were for the last two years data was available. However, the Hoque and Adam's study suggests that this was due to specific factors such as the size of organisations and foreign ownership. When these are taken into account, **BAME people appear to have been consistently under-represented in leadership positions, in particular in management positions.**

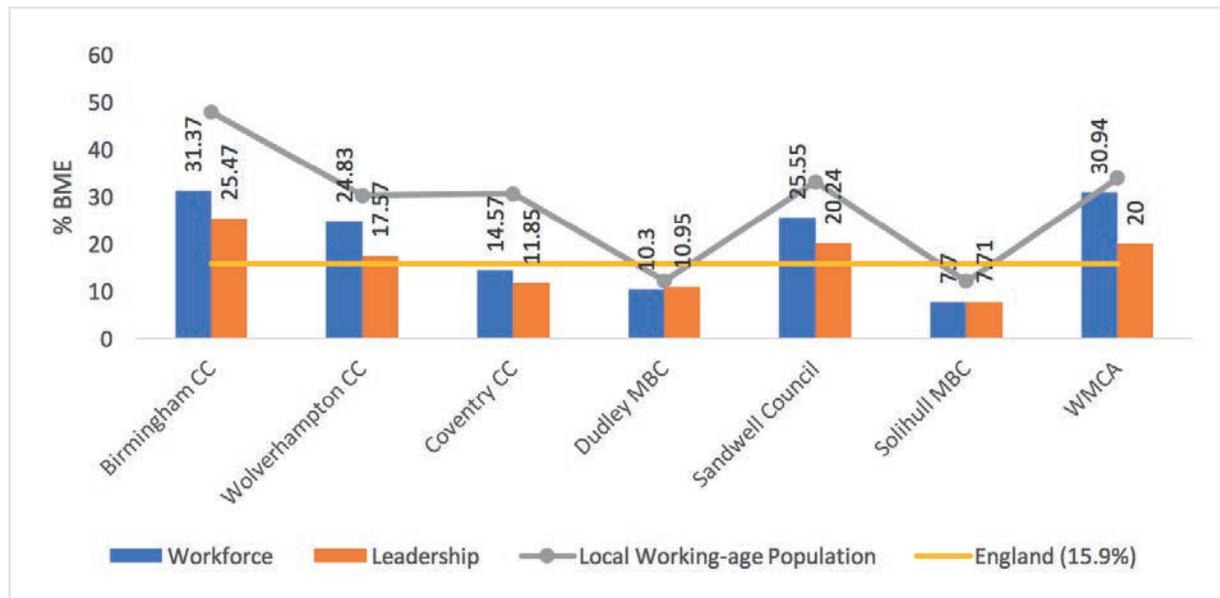


The specific importance in the WMCA area of reflecting BAME diversity in the workforce and in leadership positions is shown in the chart below. The proportion of BAME people within the population of working-age was much higher in all the councils in the WMCA area than that for England except for Dudley and Solihull. It was three times higher in Birmingham (47.9% vs 15.9%).

However, within the 6 WMCA local authorities we looked at, BAME representation in the overall workforce and in leadership positions was lower than in the local working age population, although in Dudley and Solihull it is very close.

The chart also reflects the career progression challenges facing BAME people. In all Councils, again with the exception of Dudley and Solihull, the proportion of BAME people in leadership roles was below the proportion in the workforce.

BAME representation in the West Midlands Local Authorities, Feb 2018

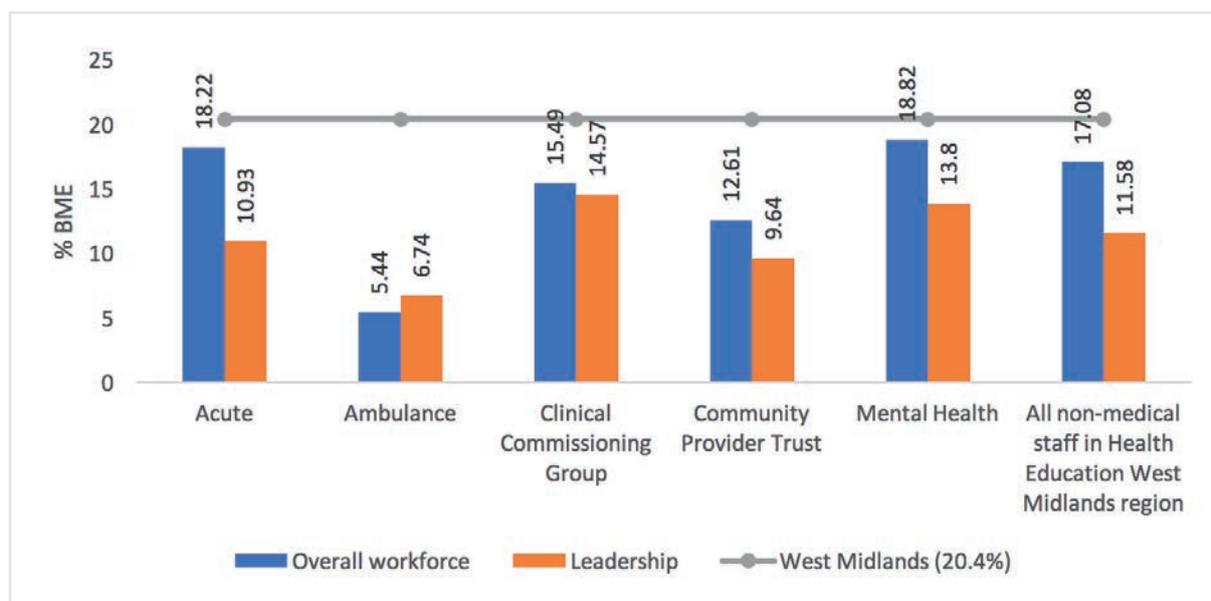


Further but limited information is available on groups within the broad BAME category. For example, in Birmingham 11% of leadership positions are held by people of Asian ethnicity (compared to 27% of the working age population) and 11% are held by people of Black ethnicity (9% of the working age population in 2011). A similar picture is presented by Wolverhampton: Asian people held just under 10% of leadership positions compared to an 18% share of the local working age population while for Black people the figures were closer at 5% and 6% respectively.

This does not mean necessarily that Black people faced fewer barriers to leadership than Asian people within Councils as there could be other reasons for the relatively lower representation of Asian people. However, it does illustrate the value at obtaining more detailed information on diversity in leadership to more fully understand what is going on. For the same reason it would be useful to obtain more data on 'diversity within diversity' (sometimes called 'intersectionality') such as the position of Black women or Asian disabled.

The BAME representation in the West Midlands **NHS** workforce is very close to that in the local working-age population although there are variations across the different NHS trusts. Again, challenges to career progression may lie behind the proportion in leadership positions being quite a few percentage points behind that for the whole workforce with the exception of the Ambulance Trust, where the proportion in leadership positions is larger, and in Clinical Commissioning Groups where the proportion is close to the workforce but below the proportion in the population of working age.

BAME representation in the West Midlands NHS Trusts



BAME representation in the West Midlands **Civil Services**' based workforce was either higher or close to that in the population of working age in England (15.9%) but lower than the proportion in the local working age population apart from Walsall. The percentage of BAME staff in leadership positions was even lower than that in the overall workforce except in Walsall.

BAME representation in the **West Midlands Fire Service** considerably lower than that of the local population. In the Walsall Fire Service, just under 2% of the workforce self-identify as BAME. The workforce in the Birmingham Fire Service is the most diverse by ethnicity among those in 7 WMCA local authority areas, although, at 13%, is still much lower than the BAME proportion of the local BAME working age population. Representation in leadership positions is even lower than in the overall workforce except for Coventry. **None of the leadership report that they are from BAME backgrounds in the Solihull Fire Service.**

The proportion of people of BAME background in the **West Midlands Police** force (not including civilian staff) at 9% is just under a third of the BAME proportion of the working age population. They also make up 9% of leadership positions although these are all in the middle and lower levels of leadership. (Care is needed in using percentages when small numbers are involved. It would only take one BAME person to be promoted to the top level of leadership in the West Midlands Police and the percentage of BAME people at that level would jump to 17%).

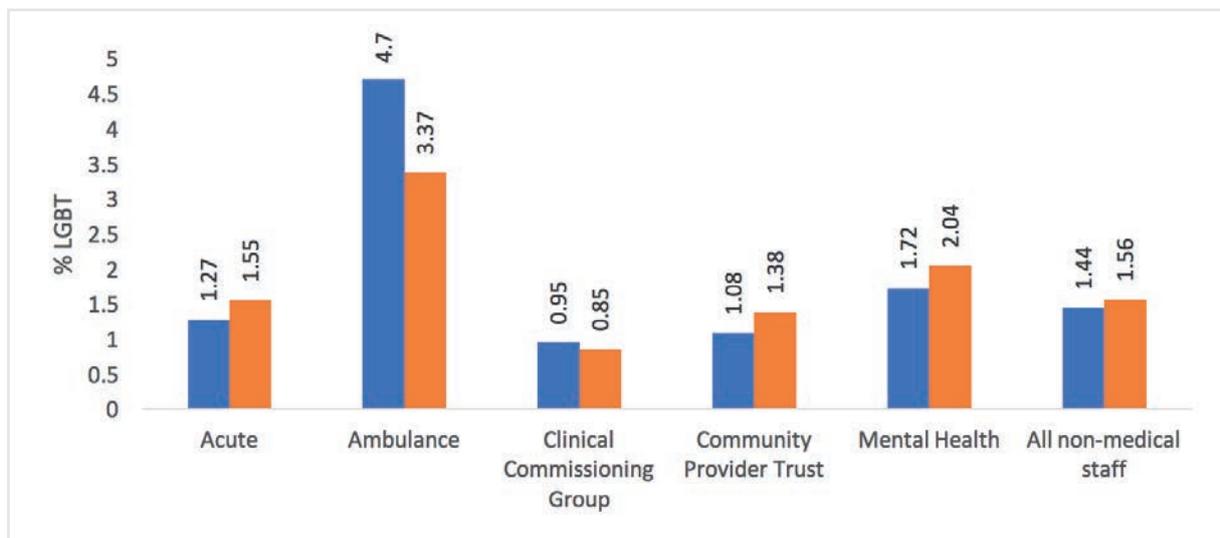
Diversity in the cultural sector may have a particularly important impact on attitudes in society more generally yet the limited evidence available suggests that the sector is underperforming in this area.

LGBT

The LFS data suggests that **LGBT people are as likely to be in management and professional positions as non-LGBT people.**

The NHS is one of the few organisations that provide information on other groups. About 60% of the West Midlands NHS workforce disclosed their sexual orientation and 1.4% say they are LGBT. Representation in leadership roles is close to or higher than that in the overall workforce, except for the Ambulance Trust.

Sexual orientation in the West Midlands NHS Trusts



In the **West Midlands Fire Service**, 1,311 out of 1,902 staff reported their sexual orientation. Overall 2% of the workforce identified as LGBT and 1.5% of those in leadership positions. **The highest proportion of staff and of those in leadership positions who identify as LGBT is in the Wolverhampton Fire Service (3.7% and 4.7% respectively).**



Barriers

Headlines

- Barriers to diversity in leadership can be found at different levels - societal, organisational/institutional and individual.
- Recruitment barriers need to be tackled to have a 'pipeline' of diverse future leaders.
- Barriers common to most groups include:
 - Lack of self-confidence and self-belief partly as a result of institutional factors;
 - A tendency to recruit and promote in one's own image;
 - Nepotism and an "old boys club" mentality;
 - Exclusion from informal networks of communication;
 - Stereotyping/preconceptions of a person's roles and abilities derived from prejudices in wider society;
 - Lack of mentors, role models and appropriate networks of individuals to provide social support and advice.
- Barriers faced particularly by women include:
 - Non-recognition of commitment to personal and family responsibilities;
 - More subtle biases such as the requirement for career breaks if having children;
 - The dominance of male leadership and male leadership styles.
- Barriers faced particularly by people with disabilities include:
 - Job security;
 - Personal development;
 - Career prospects;
 - Perceived capacity to lead; and
 - Travel-to-workplace difficulties.
- Barriers faced particularly by BAME people include:
 - Paucity of mentors, role models and support groups;
 - Lack of understanding of cultural differences;
 - Pressure to assimilate and conform to an organisational stereotype;
 - A backdrop of institutional and societal racism.
- Barriers faced particularly by LGBT include:
 - Lack of confidence;
 - Having to conform to stereotypical machismo;
 - Banter which should be considered homophobic;
 - Use of language which is exclusionary;
- 'Double marginalisation of people having two or more 'underrepresented characteristics' needs to be considered.

There is clearly a leadership diversity gap in the West Midlands although, as shown in the previous chapter, it varies across sectors, between different organisations and across different groups. The next step is to ask why this gap exists, or more pro-actively, what are the barriers that need to be overcome to close the gap. The Leadership Commission's research sought to answer this question through a review of previous studies, focus groups of potential leaders, case studies of those who have moved into leadership roles and asking organisations what they have identified as barriers. Our findings are summarised in this chapter.

Barriers to diversity in leadership can be found at different levels - societal, organisational/institutional and individual. In addition, many barriers to diversity in leadership positions are also evident during the recruitment process. Recruitment barriers need to be tackled to have a 'pipeline' of diverse future leaders. As one focus group participant put it:

“

How do we create a pipeline of talent and diversity if young people are not coming through? We cannot achieve diversity at the top because we have not got the pipeline of the new talent right

”

However, some research suggests that the major barriers experienced by women and other minority groups relate to upward career mobility rather than at the recruitment and job entry stage .

Many barriers are common to all underrepresented groups. We start by outlining these before moving on to barriers that are specific to particular groups.

Common barriers

The most common barrier raised at the focus groups was a lack of confidence and self-belief. As one participant put it:

“

I see the only barrier being my own confidence. The thing that stops me from aspiring to a position of leadership is I don't feel I would be comfortable in such a position

”

However although this quote suggests that overcoming a lack of confidence was an individual's responsibility, many said it was down to institutional barriers such as company cultures and the current homogeneity of senior teams. Many felt that to progress they had to change and assimilate into the prevailing culture of the organisation and, sometimes, become the 'company man' stereotype.

Focus group participants thought that this institutional barrier was reinforced by four others commonly encountered:

- A tendency to recruit and promote in one's own image (a risk warned about in most team building guidance);
- Nepotism and an "old boys club" mentality - people choosing people they have worked with before;
- Exclusion from informal networks of communication (e.g. discussions taking place in the men's toilet or in pubs); and
- Stereotyping/preconceptions of a person's roles and abilities derived from prejudices in wider society.

⁷Giscombe and Mattis, 2002

The last of these meant that you not only had to be accepted into the organisation's informal structures and culture, but you also had to stand out.

“

Institutional racism and patriarchy is cyclical – the more we are aware of the system, the more it stops us feeling confident. This then stops us applying, and therefore props back up our beliefs that we are not represented.

If you are a woman or an ethnic minority you need to push hard to get to the top, you need to be more assertive.

”

The tendency, often unnecessarily, to emphasise that a very experienced person is needed at recruitment or for promotion works against those who have been underrepresented in the past and therefore deprived of significant line experience, visible and/or challenging assignments.

Many case studies of people who have succeeded in rising to a leadership position highlighted how being allowed to tackle a visible and challenging project, and prove themselves through it, was central to their eventual promotion.

A further barrier identified was the lack of mentors, role models and appropriate networks of individuals to provide social support and advice. If you are disadvantaged by a lack of knowledge of organisation structure, processes and politics in relation to climbing the career ladder, then mentors and support groups are invaluable.

“

Lack of representation currently makes it difficult to imagine anything different

It is positive that ... who is a woman and dual heritage is the CEO and that there is gender diversity in leadership – it gives us hope

”

The importance of these barriers is reinforced by many have been identified in studies in the West Midlands and elsewhere which provide further evidence of the reality of all these barriers.

Barriers faced by women

Three further barriers are particularly important for women:

- Non-recognition of the specific demands on time from commitment to personal and family responsibilities;
- More subtle biases such as the requirement for career breaks if having children. A study of promotion decisions in education in Birmingham revealed that the additional length of time taken to gain experience and promotions by women who had a career break linked to child birth and care subconsciously counted against them in the minds of those making promotion decisions.
- The dominance of male leadership and male leadership styles and approaches which are then seen as the attributes required for successful leadership .

These barriers can create a more discouraging work environment as explained by one focus group participant:

“
Comments such as part-time
may be perceived as a joke by
some but they may put some
people off.
”

⁸See Clarke, 2011; Doherty & Manfredi, 2010.

Barriers faced by people with disabilities

Key specific issues identified by disabled employees in senior leadership positions were:

- job security;
- personal development;
- career prospects;
- perceived capacity to lead; and
- travel-to-workplace difficulties.

Some of those involved in promoting engagement of disabled people in society, including Sir Philip Craven, ex-President of the International Paralympic Committee, point to the hidden assumptions underlying the term ‘disabled’. They argue that they are people with some capability impairments but with many other capabilities. **They do not disable themselves but rather it is society that disables them by not adapting to allow them to use their capabilities.**

Barriers faced by BAME people

The paucity of mentors, role models and support groups is emphasised as a particularly important barrier for BAME people. They are also disadvantaged by the lack of understanding of cultural differences and the pressure to assimilate and conform to an organisational stereotype. Institutional racism is a backdrop to the barriers they face – a societal barrier - and contributes to underachievement of some minority ethnic groups in education which feeds through to recruitment and promotion barriers.

Barriers faced by other groups

LGBT has been characterised as one of the areas of 'invisible' diversity that has received much less attention in the management field than visible forms such as gender or race and ethnicity. Making it visible depends upon the openness of individuals to identify as LGBT. There is still an understandable reluctance to be open given the abundant prejudice that still exists in society and many probably fear that being open would be the end of their career or worse.

The barriers identified by the two LGBT focus groups included:

- Lack of confidence to put oneself forward especially given the senior management composition.
- Having to conform to stereotypical machismo.
- **Banter which should be considered homophobic, racist and sexist is overlooked and has become acceptable practice.**

⁹See Danieli, 2006; Roulstone and Williams, 2014.

- Language can be exclusive – for example,

“

we are tolerant employers

”

implying LGBT people should be tolerated but not accepted.

Intersectionality is having two or more characteristics that are underrepresented - also presents additional barriers, for example, the “double marginalisation” which professional women of colour face because of their gender and minority ethnic status .

¹⁰See Giscombe and Mattis (2002).

Initiatives to promote leadership diversity

Headlines

- Workforce and leadership development programmes need to be embedded in an organisation's human resources strategies.
- Good practice in promoting diversity in leadership is good practice for all staff and leadership development, and vice versa.
- Diversity-promoting interventions fall into two broad categories of changing organisational culture and supporting individuals.
- Organisational change includes adopting effective equal opportunity (EO) policies and giving life to them through your practices, identifying a senior person responsible for change, reviewing recruitment practice and changing if necessary, establishing network/affinity groups, peer-to-peer mentoring, and ensuring there is staff development which takes into account an individual's diverse needs.
- The West Midlands region has a better rate of adoption of EO policies and many practices but there is room for improvement.
- Individual support includes targeted leadership development programmes, mentoring, coaching, work shadowing, succession planning, talent management and advice from role models.
- There are also initiatives which encourage the next generation of leaders and to establish peer-to-peer groups across different organisations.
- More attention needs to be paid to monitoring and evaluating the effectiveness of leadership diversity initiatives.

Having identified barriers to promoting leadership diversity, the Leadership Commission's research focussed on initiatives undertaken to challenge and overcome these barriers. While leadership development has traditionally focused on improving individuals' leadership capabilities, successful diversity-promoting interventions fall into two broad categories:

- (1) programmes to change organisational culture to be more accepting and embracing of difference; and
- (2) programmes to support individuals within the system.

We have summarised and provided some examples of these initiatives under these two headings based on reviews of available data and studies,

information provided by organisations linked to the WMCA area and our focus groups and case studies. But through our research we have also concluded that both these sets of initiatives work best when they are integrated into an organisations human resources strategy and approach rather than being left as add-ons which can be discarded at any time.

This reinforces another key conclusion that many of the successful diversity initiatives could be adapted to benefit all who were aspiring to leadership positions. This is because many of the barriers to diversity are faced by all though felt more intensely by underrepresented groups. If the approach entailed within these initiatives were integrated into staff and leadership development policies, improving any individual's abilities to progress and achieve, then all would benefit.

Having identified barriers to promoting leadership diversity, the Leadership Commission's research focussed on initiatives undertaken to challenge and overcome these barriers. While leadership development has traditionally focused on improving individuals' leadership capabilities, successful diversity-promoting interventions fall into two broad categories:

- (1) programmes to change organisational culture to be more accepting and embracing of difference; and
- (2) programmes to support individuals within the system.

We have summarised and provided some examples of these initiatives under these two headings based on reviews of available data and studies, information provided by organisations linked to the WMCA area and our focus groups and case studies. But through our research we have also concluded that both these sets of initiatives work best when they are integrated into an organisations human resources strategy and approach rather than being left as add-ons which can be discarded at any time.

This reinforces another key conclusion that many of the successful diversity initiatives could be adapted to benefit all who were aspiring to leadership positions. This is because many of the barriers to diversity are faced by all though felt more intensely by underrepresented groups. If the approach entailed within these initiatives were integrated into staff and leadership development policies, improving any individual's abilities to progress and achieve, then all would benefit.

In short: good practice in promoting diversity in leadership is good practice for all staff and leadership development, and vice versa. Stressing this conclusion may be important to counter any criticism that may emerge amongst staff that are not from an underrepresented group because they believe they are being discriminated against.

Furthermore, our research suggests that there is a need to support society-wide initiatives in addition to internal organisational work, and that monitoring and evaluation is needed to check and build on what works best.

Organisational culture change

Programmes to change organisational culture are located in a context of an organisation's diversity and inclusion policy and practices. A review of the government's 2011 Workplace Employment Relations Study (WERS) conducted for the Leadership Commission found that the uptake of formal written equal opportunities is higher in the wider West Midlands region than in any other region of Great Britain. **Over three quarters of workplaces in the West Midlands have adopted a formal written equal opportunities (EO) policy that makes explicit reference to gender and ethnicity, with 71% referring to disability.**

However, adoption of a policy does not always mean that practice changes. The review therefore also looked at the adoption of the following five EO practices:

- monitoring of recruitment and selection;
- recruitment and selection procedures reviewed to identify indirect discrimination;
- monitoring of promotions;
- promotion procedures reviewed to identify indirect discrimination;
- reviews of relative pay rates.

It found that adoption of these practices is very limited across all regions of the UK although the adoption rate is higher in the West Midlands than in several other regions of Great Britain and the national average. However, uptake of special recruitment procedures for disadvantaged groups is lower in the West Midlands compared with many UK regions and with the Great Britain average. Uptake for LGBT, disabled and women returning to work particularly low. On the other hand, the West Midlands adoption rates of family friendly practices are higher than the Great Britain average although these adoption rates remain very low with the exception of financial help with childcare. This was available at 36% of workplaces surveyed in the West Midlands compared to 30% for Great Britain.

Other information collected for the Commission's research suggested that the following practices were effective in bringing about organisational change:

- **Establishing network/affinity/advocacy groups.** These give employees space to discuss and organise their own initiatives and sometimes advocate for change. They may be open to all employees, for example, those interested in obtaining leadership positions, or be organised for specific groups such as women's groups or Black workers groups. They may be established by an organisation's management or by employees themselves.
- **Ensure there is someone accountable at a senior level for making change happen.** Without such accountability, the risk of the push for organisational change fizzling out increases tremendously
- **Review recruitment processes.** Are they fair? Are the recruitment panels diverse? Are panel members trained in how to avoid unconscious discriminatory behaviour? Would 'blind' application forms make a difference? Is there scope for positive/affirmative action to improve diversity representativeness?
- **Make internal promotion processes simpler and stream-lined** and ensure confidentiality so people are not embarrassed if they fail.
- **Prepare people for the process of applying for promotion or even jobs** – coach them for interviews and help people to cope with the organisational culture.
- **Offer internal work experience** where employees can shadow leaders.
- **Help people to handle rejection** – always give positive feedback.

The Focused Women's Network: an example of an affinity group

The Focused Women's Network was launched by the Royal Bank of Scotland (RBS) in March 2007 to support RBS in actively attracting, retaining and developing talented female members of staff. The network supports the development and career advancement of all RBS employees by giving them further opportunities to network internally and externally, to get involved in activities that will enable them to excel and challenge themselves, and to gain access to additional personal development. The mission of the network is to:

- provide employees with numerous opportunities for personal development;
- develop a diverse workforce, resulting in a more successful and sustainable business;
- to be a voice of change and influence the culture at RBS;
- enhance RBS' reputation as an employer with strong representation of female role models,
- where female talent is developed and retained;
- increase collaboration amongst colleagues and create new business opportunities through networking;
- influence the behaviour of leaders; and
- give back to the local community and contribute to RBS' corporate social responsibility principles.

Starting in London in 2007, the network now spans across the globe. In 2014 they delivered personal development workshops, programmes and online training, a wide range of networking events as well as inviting inspirational speakers to speak to its members.

RBS introduced unconscious bias training to all employees in 2014 and introduced gender targets to get more women in senior leadership roles. For the eighth consecutive year, they have been recognised as a Times Top 50 employer for women



Others

Item	Checked	Count
1	✓	1
2	✓	1
3	✓	1
4	✓	1
5	✓	1
6	✓	1
7	✓	1
8	✓	1
9	✓	1
10	✓	1



Individual development programmes

Our research has highlighted the following initiatives that have been taken and are thought to make a difference.

- **Comprehensive leadership and development programmes** possibly targeted at specific underrepresented groups or structured to take account of the barriers faced by different groups.
- **Succession planning:** Identifying potential future leaders and developing them in order to ensure a smooth transition from one leader to another. This could be achieved through ‘frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates’. However, a note of caution: relying on the present executives to select successors can limit opportunities to enhance senior management diversity unless they compensate for potential unconscious bias and target underrepresented groups.
- **Individual career development action plans**
- **Mentoring and coaching.** Several of our case studies pointed to how mentoring had helped them.
- **Talent management and internal recruitment.** This includes ensuring that staff from underrepresented groups are given opportunities for new work experiences and to develop their skills on challenging tasks.
- **Talks and coaching by role models** and people from underrepresented groups who have ‘made it’. These were appreciated by some participants in focus groups:

“

Hearing stories of others that have overcome similar barriers and have come from relatable circumstances have always inspired me to continue with my development and strive for the outcome that I want. Even if it has not been realised yet, I have achieved small steps towards my ultimate goal that I may have given up on long time ago – however, due to these idols I now know that perseverance is key.

I love hearing from people of colour in senior positions – this helps to feel like maybe I can.

”

Examples of leadership programmes in local authorities

- Shropshire Council has a Future Leadership Programme, where personality type tools are used to help people better understand and respect diversity. In addition, Shropshire Council implements Gender Pay Gap regulations and has joined the national Apprenticeship Diversity Champions Network.
- Birmingham City Council is implementing the 'Senior Leadership Programme' and the 'Springboard' programme, which both focus on increasing the diversity profile of their leadership. Springboard focuses on helping and encouraging female staff to obtain senior positions.
- Coventry City Council is running a senior leadership programme which will include a bespoke piece of work on diversifying the senior leadership team. The other project 'Recruiting for a 21st Century Public Service' is about using the University of Birmingham research into the 21st century public servant as a base line for the diversification of senior leadership team.

Supporting change outside your organisation

Some organisations have concluded that they also need to contribute to change outside their organisation. One set of initiatives is to work with schools, colleges and universities to encourage the next generation to strive to become leaders. A conscious decision is needed to ensure this encouragement includes work with students in poorer areas and from underrepresented groups.

Peer-to-peer groups across organisations discussing actions to improve inclusivity and diversity and sharing learning can influence change outside your organisation as well as bringing learning from outside in.

Monitoring and Evaluating

A finding of our research was that monitoring and evaluating diversity initiatives was thin on the ground although public services have a legal requirement to make diversity information available.

While the complexity of diversity interventions makes evaluating their effectiveness a not straightforward task, a lack of checking whether they are making a difference is an indicator that promoting diversity is not embedded in an organisations ethos. As a minimum, monitoring should focus on numbers and changes in numbers between years but feedback from local community organisations, staff and those striving for leadership positions should also be part of the process.

#ImHere

 @WestMids_CA

In partnership with

UNIVERSITY OF
BIRMINGHAM

 **IRiS**
Institute for Research
into Superdiversity



UNIVERSITY OF
BIRMINGHAM

BIRMINGHAM
BUSINESS
SCHOOL





Leaders Like You

WMCA Leadership Commission 2018 – Recommendations

Theme One: Inclusive Leadership to Drive Growth	
Recommendation:	Allocated to:
1a) The WMCA must lead by example and will act on an ambitious plan to bring more diverse leaders into its own organisation, networks and governance, drawing on lessons from this research. It will commit to: <ul style="list-style-type: none"> ➤ Track and report publicly on progress on this action plan by publishing an annual review; ➤ Taking responsibility for updating the information on leadership diversity across the WMCA area, including seeking to fill data gaps; ➤ Evaluating the impact of this Leadership Commission after 12 months; and ➤ Holding a repeat West Midlands Leadership Commission enquiry every 5 years. 	 Julia Goldsworthy via State of the Region Julia Goldsworthy via State of the Region
1b) Embed Leadership Commission outcomes within the strategic goals of the WMCA, measuring the inclusiveness of the area’s growth on an ongoing basis through our Inclusive Growth Unit.	Henry Kippin
1c) Transport is a major enabler of access to employment especially for people with disabilities, and the lack of this can limit skills, training, job and leadership opportunities, which will affect the long-term leadership pipeline. The WMCA, TfWM and partners will propose interventions to address the barriers.	Laura Shoaf’s Team
1d) The WMCA will work with its regional partners and national experts to explore what leadership skills our future economy will require, and how we can bring best practice to bear in the region.	Deborah Cadman and Henry Kippin <ul style="list-style-type: none"> - Placement based Leadership programme
1e) Major events in the region including the Commonwealth Games and City of Culture provide a platform to showcase this vision of inclusive leadership and to act as a catalyst for practical progress. The WMCA will work with partners to ensure that promoting diversity and inclusive leadership are embedded in the ethos and delivery of these and other major events.	Deborah Cadman and Meera Sonecha <ul style="list-style-type: none"> - Holding CWG to account

Theme Two: Working in Partnership with Business to Develop Inclusive Leadership

Recommendation:	Allocated to:
<p>2a) The West Midlands Leadership Commission is calling for a generational change in the diversity of leadership within the region. Success will depend on ownership right at the top of organisations, aligning inclusive leadership to the core values and goals of future business. Without this ownership at the top and throughout an organisation, it will be far harder to break down the barriers faced by those from underrepresented groups seeking leadership positions. The Mayor wishes to convene an ‘Inclusive Leadership Meetings’ for leaders of organisations to meet, commit to action and share successes and difficulties.</p>	<p>Meera Sonecha</p>
<p>2b) Evidence suggests that many organisations in particular sectors struggle to diversify their leadership and workforce. The WMCA will work with those struggling the most and encourage the development of capabilities in other organisations to do the same.</p>	
<p>2c) To celebrate the best and encourage progress across the board, future inclusive leadership targets should be transparent. The WMCA will work with organisations to work out how a more inclusive leadership can be achieved, and help organisations set realistic targets.</p>	
<p>2d) We don’t accept that diverse role models are too difficult to find. The WMCA will create a live list of female, BAME, disabled and LGBT panellists and speakers so that event organisers in business and across the sectors can more easily access a more inclusive list of speakers. Success will be celebrated with a showcase publication and event, developed in partnership with the region’s major media outlets.</p>	<p>Marc Reeves via Ashley Riley - Disability: Simon Hall - Women: Jane Kemp - BME: - WWC: - LGBT: Lawrence Barton</p>
<p>2e) Mentoring is a powerful tool for building bridges into leadership. We recommend an expansion of the Mayor’s Mentors scheme, including encouraging today’s CEOs and whole boards to sign up and help young people connect with today’s leaders within the region.</p>	<p>Melissa Clews</p>
<p>2f) We recommend the championing of other support mechanisms including ‘affinity groups’ within organisations and work shadowing.</p>	
<p>2g) The WMCA will play a leading role embedding diversity within its investment and delivery portfolio and its inward investment strategy, incentivising it within its supply chain through its social value policy, it should also expect its partners to commit to inclusive leadership and measure the impact of these policies over a ten year period.</p>	<p>Anna Sirmoglou</p>

Theme Three: A Step Change in Recruitment and Human Resource Development	
<u>Recommendation:</u>	<u>Allocated to:</u>
3a) There is a need for effective HR practice that continually works on the barriers to progression for groups under-represented in leadership. The WMCA will work with employers to share the evidence of effective practice, and to strengthen networks which can bring under-represented groups into leadership roles.	Meera Sonecha Tracey Beardmore - CIPD - Managers' forum - WM Employers' Organisation
3b) There is a need to fill the gap between often good recruitment policy, and everyday practice that has yet to catch up. Pro-diversity recruitment and promotion will be encouraged by the WMCA. The WMCA will host a roundtable of HR managers in the region to explore ways in which we can create a fairer regional system.	
3c) The bar must be raised on HR and recruitment policy. Where there is evidence that interventions have made a difference, as with blind recruitment and the NHS practice in the region of ensuring representative interview panels, it should be disseminated to allow these initiatives to be adapted by other sectors.	
3d) Potential leadership candidates in the focus groups often spoke about the lack of useful advice on progression. This generates scepticism about whether commitments to inclusive leadership are genuine. If they are to convince potential candidates that they do have a fair chance to take up leadership roles, employers need to address this perception, and to change practices where necessary.	

Theme Four: Combatting the Evaluation and Learning Deficit	
<u>Recommendation:</u>	<u>Allocated to:</u>
4a) The lack of robust evaluation of leadership interventions means we don't always know what works. We recommend collaboration with our Universities, funding and research partners to establish an Inclusive Leadership Institute including research centres such as the Centre for Women's Enterprise and Leadership at the University of Birmingham. The Institute will evaluate the impact of leadership initiatives and facilitates networks to co-design effective future interventions.	Kiran Trehan
4b) The evidence highlights the value and power of peer-to-peer learning networks, where leaders from different organisations can learn from each other. We recommend that the WMCA works with its partners to design peer-to-peer mentoring initiatives to strengthen these networks, building initially on the University of Birmingham's 21st Century leadership breakfast sessions.	Kiran Trehan
4c) We recommend sharing with the national government the Commission's analysis of the key gaps in how national and regional data on key dimensions is currently recorded and gathered. Addressing these gaps would enable more robust strategies in our region. This would also be a platform for mutual learning across regions on how to encourage inclusive leadership.	Meera Sonecha
4d) Our commission highlighted clear areas where a lack of research into particular cohorts undermines our ability to develop good leadership interventions. We recommend working with regional universities to facilitate further research into the least studied groups.	Kiran Trehan

Theme Five: A route map the generation	
<u>Recommendation:</u>	<u>Allocated to:</u>
5a) It is critical that more is done to raise levels of aspiration for young people in our marginalised communities. We recommend the creation of a Youth Combined Authority, working in partnership with relevant youth organisations, to bring young people from all parts of our region together to build future political leadership capability and help us see the world through their eyes. We will promote the LGA's Be a Councillor campaign and work with councils to deliver information events for people who wouldn't normally see themselves becoming an elected representative.	Claire Dhami and Claire Spencer <ul style="list-style-type: none"> - Youth CA - 16- 25 age Meera Sonecha <ul style="list-style-type: none"> - Be a Councillor
5b) We also recommend that the WMCA and its partners work more closely with schools to encourage young people from underrepresented groups to aspire to leadership positions. The WMCA supports Professional Services Week in Birmingham and will work with partners to broaden the scope of that week, encouraging young people from all across the region to access the many and growing opportunities in the region.	Hilary Allen Smith via Meera Sonecha <ul style="list-style-type: none"> - Link with BYPY - role models
5c) Our deliberative research told us that fragmented access to information hinders potential. We therefore recommend the creation of an opportunities portal which puts leadership opportunities in the region into a single, accessible platform.	Julie Nugent via Careers & Enterprise Company
5d) The WMCA will work with West Midlands universities to create a leadership programme for young and emerging leaders from the faith communities, the Young Change makers Academy, with a summit event to kick off this work.	Meera Sonecha



Overview & Scrutiny Committee

Date	4 September 2018
Report title	'Effectiveness of Overview & Scrutiny Committees' - Government Response to the Communities & Local Government Select Committee's First Report
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Lyndsey Roberts, Scrutiny Officer email: lyndsey.roberts@wmca.org.uk tel: (0121) 214 7501

Recommendation(s) for decision:

Overview & Scrutiny Committee is recommended to:

- (1) Note the Government response to the Communities & Local Government Select Committee's First Report of Session 2017-19 on the 'Effectiveness of Local Authority Overview & Scrutiny Committees'.
- (2) Note that revised scrutiny guidance will be issued by the Government later this year and that the West Midlands Combined Authority will be required to review its scrutiny function, as appropriate, after the publication of this revised guidance.

Purpose

1. To inform members of the report of the Communities & Local Government Select Committee on the 'Effectiveness of Local Authority Overview & Scrutiny Committees', and the Government's response to the report's recommendations.

Background

2. The Communities & Local Government Select Committee published its report on the Effectiveness of Local Authority Overview & Scrutiny Committees in December 2017.
3. The select committee report made seven recommendations that were developed through the consideration of issues set out in eight distinct subject headings:
 1. The role of Scrutiny
 2. Party Politics and Organisational Culture
 3. Accessing information
 4. Resources
 5. Member training and skills
 6. The role of the public
 7. Scrutinising public services provided by external bodies
 8. Scrutiny in Combined Authorities
4. The Government responded to the select committee report in March 2018, giving details on the recommendations it had accepted and those that it did not.

Governments Response the Recommendations:

5. **Recommendation 1: Proposed revisions to Government guidance on scrutiny committees:**
 - i. That overview and scrutiny committees should report to an authority's Full Council meeting rather than to the executive, mirroring the relationship between Select Committees and Parliament.
 - ii. That scrutiny committees and the executive must be distinct and that executive councillors should not participate in scrutiny other than as witnesses, even if external partners are being scrutinised.
 - iii. That councillors working on scrutiny committees should have access to financial and performance data held by an authority, and that this access should not be restricted for reasons of commercial sensitivity.
 - iv. That scrutiny committees should be supported by officers that are able to operate with independence and offer impartial advice to committees. There should be a greater parity of esteem between scrutiny and the executive, and committees should have the same access to the expertise and time of senior officers and the chief executive as their cabinet counterparts.
 - v. That members of the public and service users have a fundamental role in the scrutiny process and that their participation should be encouraged and facilitated by councils.

Government's Response:

6. The Government acknowledges that the current guidance was issued in 2006 and is happy to ensure it is updated. New guidance will be published later this year.
 - i. The Government notes the evidence supplied to the Committee. Updated guidance will recommend that scrutiny committees report to the Full Council.
 - ii. The Government accepts the need to limit the executive's involvement in the scrutiny meetings. Updated guidance will make clear that members of the executive should not participate in scrutiny other than as witnesses.
 - iii. Scrutiny committees already have powers to access documents and updated guidance will stress that councils should judge each request to access sensitive documents on its merits and not refuse as a matter of course. We will also have discussions with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take to alleviate this.
 - iv. Updated guidance will make clear that support officers should be able to operate independently and provide impartial advice. It will also stress the need for councils to recognise and value the scrutiny function and the ways in which it can increase a council's effectiveness. However, the Government believes that each council should decide for itself how to resource scrutiny committees, including how much access to senior officers is appropriate to enable them to function effectively.
 - v. The Government fully believes that local authorities should take account of the views of the public and service users in order to shape and improve their services. Scrutiny is a vital part of this, and scrutiny committees should actively encourage public participation. Updated guidance will make this clear.

Recommendation 2: That the MHCLG works with the Local Government Association and Centre for Public Scrutiny to identify willing councils to take part in a pilot scheme where the impact of elected chairs on scrutiny's effectiveness can be monitored and its merits considered

Government Response:

7. The Government will give further consideration to this recommendation.
8. Local Authorities are free to elect Chairs if they wish and the Government is happy to explore with the sector how best to establish the impact of elected Chairs on Scrutiny Committees. It is not convinced that running pilot schemes is the best way to achieve this.

Recommendation 3: Councils should be required to publish a summary of resources allocated to scrutiny, using expenditure on executive support as a comparator

Government Response:

9. The Government does not accept this recommendation.

10. Many councils do not have dedicated scrutiny support staff - officers work on issues and engage with committees as part of the flow of business - so this would make quantifying the support that scrutiny committees receive very difficult. In the Government's view, the quality of the support is the more important issue.
11. The Government firmly believes that each individual authority is best-placed to decide for itself how to support scrutiny most effectively.

Recommendation 4: That the Government extend the requirement of a Statutory Scrutiny Officer to all councils and specify that the post-holder should have a seniority and profile of equivalence to the council's corporate management team. To give greater prominence to the role, Statutory Scrutiny Officers should also be required to make regular reports to Full Council on the state of scrutiny, explicitly identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them

Government Response:

12. The Government does not accept this recommendation.
13. As the then Minister outlined during the oral evidence he gave to the Select Committee, decisions about the allocation of resources for the scrutiny function are best made at a local level. Each council is best-placed to know which arrangements will suit its own individual circumstances. It is not a case of one size fits all.
14. The key requirement for effective scrutiny is that the culture of the council is right. Where councils recognise the benefits effective scrutiny can bring, and put in place suitable arrangements, it is working well. Local authorities with a strong culture of scrutiny may invite regular reports to full council on the state of scrutiny in the council and this idea will be reflected in the updated guidance.

Recommendation 5: The Department to put monitoring systems in place and consider whether the support to committees needs to be reviewed and refreshed. We invite the Department to write to us in a year's time detailing its assessment of the value for money of its investment in the Local Government Association and on the wider effectiveness of local authority scrutiny committees

Government Response:

15. The Government does not accept this recommendation.
16. Local authorities are independent bodies and it is for them to ensure that their scrutiny arrangements are effective.
17. The Government firmly believes that every council should be able to access the training it need to carry out its functions effectively, and recognises that Government itself has a role to play in making this happen. That is why we provide funding to the Local Government Association for sector-led improvement work. It should be noted that this funding is to support local authorities on a wide range of improvement work. It is not purely to assist with overview and scrutiny.

18. The funding is determined annually and for 2017/18 is £21m. The package of work that is funded from the grant is set out in a jointly agreed Memorandum of Understanding between the Department and the Local Government Association, which is refreshed annually to ensure that it remains relevant to the sector's needs.
19. The Government is, of course, very keen to ensure that this funding provides value for money and that local authorities feel that the training on offer serves their needs. To this end, the Department has quarterly performance monitoring and review meetings with the Local Government Association, which are chaired by the Director-General for Local Government and Public Services.
20. The Government notes that not all the councillors who provided evidence to the Select Committee felt that the scrutiny training provided was as effective as they would have liked, and that the Local Government Association wrote to the Committee on 20 December 2017 to provide more information on the feedback it received on its support work.
21. The Government will ensure that the 2018/19 Memorandum of Understanding with the Local Government Association clearly sets out our expectation that they remain responsive to feedback they receive to ensure all training, including scrutiny training, remains relevant and effective.

Recommendation 6: Scrutiny committees must be able to monitor and scrutinise the services provided to residents. This includes services provided by public bodies and those provided by commercial organisations. Committees should be able to access information and require attendance at meetings from service providers and we call on DCLG to take steps to ensure this happens

Government Response:

22. Updated guidance will remind councils of the requirements set out in regulations that allow scrutiny members to access exempt or confidential documents in certain circumstances. As mentioned in response to the Select Committee's recommendation on guidance, the Department will also have discussions with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take to alleviate this.
23. In terms of service providers' attendance at meetings, when councils are tendering contracts with external bodies they should carefully consider including requirements to ensure they are as open and transparent as appropriate. Ultimately, however, it is up to each council to decide how best to hold to account those who run its services.

Recommendation 7: The Government to make clear how LEPs are to have democratic, and publicly visible, oversight. We recommend that upper tier councils, and combined authorities where appropriate, should be able to monitor the performance and effectiveness of LEPs through their scrutiny committees. In line with other public bodies, scrutiny committees should be able to require LEPs to provide information and attend committee meetings as required

Government Response:

24. The Government agrees on the importance of clear and transparent oversight of Local Enterprise Partnerships (LEPs). The Industrial Strategy made clear the continuing important role of LEPs in delivering local economic growth.

25. The MHCLG Non-Executive Director Review (published in October 2017), looked at a range of governance issues for LEPs. The Review made a series of recommendations that we have accepted in full and are now implementing. As part of this we have published guidance for LEPs on a range of issues including publication of agenda and papers for LEP Board meetings. This will make the proceedings of LEPs more transparent for local people.
26. The National Assurance Framework for LEPs states that democratic accountability for the decisions made by the LEP is provided through local authority leader membership of LEP Boards. In places where not all local authorities are represented directly on the LEP board it is important that their representatives have been given a mandate through arrangements which enable collective engagement with all local authority leaders. Many LEPs already go much further in allowing democratic scrutiny of their decision making.
27. The MHCLG Non-Executive Director Review into LEP governance and transparency explored the extent to which scrutiny was embedded into LEP decision making. The review acknowledged that each LEP had their own arrangements to reflect: legal structure, the complexity and needs of the locality and local requirements to ensure value for money; engagement; and democratic accountability. The Review concluded that it was not appropriate to be prescriptive on the specific arrangements that all LEPs needed to adopt due to the variation in LEP operating models.
28. The Government committed in the Industrial Strategy White Paper to reviewing the roles and responsibilities of LEPs and to bringing forward reforms to leadership, governance, accountability, financial reporting and geographical boundaries. Working with LEPs, the Government committed to set out a more clearly defined set of activities and objectives in early 2018. MHCLG will write to the Select Committee following the conclusion of this Ministerial review into LEPs to provide an update.

Recommendation 8: We are concerned that effective scrutiny of the Metro Mayors will be hindered by under-resourcing, and call on the Government to commit more funding for this purpose. When agreeing further devolution deals and creating executive mayors, the Government must make clear that scrutiny is a fundamental part of any deal and that it must be adequately resourced and supported.

Government Response:

29. The Government accepts this recommendation.
30. At the Budget it was announced that the government will make available to mayoral combined authorities with elected mayors a £12 million fund for 2018-19 and 2019-20, to boost the new mayors' capacity and resources. Combined Authorities could use some of this resource to ensure that scrutiny and accountability arrangements within the CAs are effectively resourced and supported.
31. Further to this, the recent Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, developed with assistance from the Centre for Public Scrutiny and the National Audit Office, provides for the rules of operation for local overview and scrutiny and audit committees to robustly hold combined authorities and mayors to account. The order ensures that there are strong scrutiny arrangements in place consistently across every combined authority area and sets out clear requirements, strengthened appropriately to match the new powers and budgets being devolved, for the arrangement of overview and scrutiny and audit committees in all combined authorities.

32. Combined authorities are subject to existing relevant legislation applying to local authorities, including the strong finance and audit requirements around ensuring value for money and sustainability. Local democratic accountability, including through the scrutiny of directly-elected mayors, is a crucial and fundamental aspect of devolution.

Impact on the West Midlands Combined Authority

33. The responses of the Government to the select committee's recommendations have varying impacts on the way overview & scrutiny operates within the WMCA, summarised as set out in more detail below:

Recommendation 1:

34. The Government's guidance on scrutiny committees published in 2006 is to be updated, with new guidance published later in the year. The content of this new guidance will be reported to a future meeting of this committee where it relates to scrutiny within combined authorities. It should be noted that more recent guidance specifically related to scrutiny within combined authorities was provided in the Combined Authorities (Overview & Scrutiny Committees, Access to Information and Audit Committees) Order 2017 as well as the West Midlands Combined Authority Order 2016 which initially established the WMCA.

Recommendation 2:

35. The Government will give further consideration to the suggestion that chairs of overview & scrutiny committees are elected by members of that committee. The outcome of this further consideration will be reported to a future meeting of this committee. Currently, the WMCA Board appoints the chair of this committee (with the statutory requirement that the chair must not be a member of the same political group as the incumbent Mayor).

Recommendation 3:

36. The Government does not accept the recommendation that authorities should publish a summary of resources allocated to scrutiny. The WMCA does not currently publish this specific information.

Recommendation 4:

37. The Government does not accept the recommendation that Statutory Scrutiny Officers should have a seniority equivalent to the corporate management team, or that the Statutory Scrutiny Officer should report to the Full Council [ie. WMCA Board] on areas of scrutiny weakness that require improvement.

38. The WMCA's Statutory Scrutiny Officer (Lyndsey Roberts) does not have a seniority equivalent to the corporate management team, but reports to the Governance Services Manager. The Head of Governance/Monitoring Officer is a member of the corporate management team and is closely involved in the work of this committee, including meeting with the chair and attending its meetings. He has responsibility to bring matters related to the WMCA's governance (including scrutiny) to the attention of the WMCA Board as he considers appropriate.

Recommendation 5:

39. The Government does not accept the recommendation that it should monitor the support scrutiny committees receive, considering that local authorities are independent bodies and for them to ensure its scrutiny arrangements are effective.

40. The Chair of the WMCA's Overview & Scrutiny Committee meets regularly with the Head of Governance and the Governance Services Manager to discuss the operational effectiveness of the committee. He has also recently met with the Chief Executive and the Mayor for a similar purpose.

Recommendation 6:

41. The Government considers that it is up to each authority to determine how best to hold to account those who run its services. The WMCA's constitution makes clear that the Overview & Scrutiny Committee is entitled to scrutinise any matter connected with the discharge of any function which is the responsibility of the West Midlands Combined Authority.

Recommendation 7:

42. The Government committed to reviewing the roles and responsibilities of LEPs and to bringing forward reforms to leadership, governance, accountability, financial reporting and geographical boundaries. In respect of governance, it has undertaken to support the development and publishing of agreements, brought together in a single document with relevant assurance frameworks, which set out the respective roles and responsibilities of LEPs and mayoral combined authorities. Included within this document will be a section detailing how overview & scrutiny committees of mayoral combined authorities interact with LEPs. A report setting this out in more detail will be presented to a future meeting of the committee.

Recommendation 8:

43. At the Budget it was announced that the Government will make available to mayoral combined authorities with elected mayors a £12m fund for 2018/19 and 2019/20, to boost the new mayors' capacity and resources. The WMCA has recently appointed a full time scrutiny officer to lead the work of this committee, and the WMCA Board has committed to considering any further requests for additional funding for overview & scrutiny as and when the need arises.



Overview & Scrutiny Committee

Date	4 September 2018
Report title	Overview and Scrutiny Committee - Working Groups - Progress Update
Accountable Lead(s)	Budget - Councillor Peter Hughes Governance - Councillor John Cotton Health & Wellbeing - Councillor Cathy Bayton Housing & Land - Councillor Ian Shires Inclusive Growth and Productivity & Skills - Councillor Lisa Trickett
Accountable Employee	Lyndsey Roberts, Scrutiny Officer email: lyndsey.roberts@wmca.org.uk tel: (0121) 214 7501

Recommendation(s) for decision:

Overview & Scrutiny Committee is recommended to:

- (1) Note the progress in developing the workstreams for the working groups.
- (2) Endorse the appointment of the three Scrutiny Champions to have responsibility for the oversight of three specific areas namely: Leaders Like You, Transport and Air Quality.

Purpose

1. To appraise Overview & Scrutiny Committee of the developments and progress in relation to the work of the five working groups (formerly referred to as 'Task & Finish Groups'). The report also seeks the endorsement of the committee to the appointment of three Scrutiny Champions to have responsibility for the oversight of three thematic areas relating to transport, air quality and the implementation of the recommendations of the 'Leaders Like You' report, which is a report published by the West Midlands Combined Authority's Leadership Commission.

Background

2. At its meeting held on 16 July, Overview & Scrutiny Committee approved the continuation of five working groups for 2018/19, the terms of reference and membership for each of the groups were also agreed at this meeting. Whilst each group will make arrangements to meet and consider appropriate matters, they do not have delegated decision making authority and therefore each working group will provide regular update reports together with recommendations to meetings of Overview & Scrutiny Committee. Five lead members were also appointed to lead each of the working groups for 2018/19.
3. On 13 August, a meeting of the five Lead Members was held to discuss progress to date in respect of their respective working groups and proposed areas of focus. It was also agreed that the terminology of Task & Finish Groups would be replaced with 'Working Groups', and (where appropriate) the title and terms of reference for certain working groups would be changed in order to more accurately reflect their remit. Due to the intense work programme of the committee, it was also proposed that three scrutiny champions be appointed that would have responsibility for the oversight of three areas of business relating to 'Leaders Like You', transport and air quality.
4. The scrutiny champions would have responsibility for:
 - overseeing the work being undertaken in these thematic areas
 - keeping abreast of other Committee and Board reports in these thematic areas
 - keeping abreast of external developments in these thematic areas
 - bringing matters to the attention of the Chair and/or Overview & Scrutiny Committee which they feel may benefit from further consideration or scrutiny

Budget Working Group

5. Councillor Peter Hughes met with Sean Pearce, Director of Finance on 21 August and the first meeting of the Budget Working Group will be held in September. Councillor Peter Hughes will provide a verbal update at the meeting (as appropriate) on any more recent developments.

Governance Working Group

6. On 7 August, Councillor John Cotton held a meeting with Tim Martin, Head of Governance, and Dan Essex, Governance Services Manager. Emma Williamson, Head of Scrutiny Services at Birmingham City Council was also in attendance. A discussion was held on areas that could be reviewed during this coming year. The first meeting of the Governance Working Group will be held on 12 September for the purpose of identifying specific work areas that it

would like to focus on this year. Councillor John Cotton will provide a verbal update at the meeting (as appropriate) on any more recent developments.

Health & Wellbeing Working Group

7. Councillor Cathy Bayton met with Sean Russell, Director of Implementation, on 14 August to discuss the Wellbeing agenda and areas of focus. A conference call was also held with Councillor Izzi Seccombe, Portfolio Lead for Wellbeing. The first meeting of the Health & Wellbeing Working Group will be held on 10 September. Councillor Cathy Bayton will provide a verbal update at the meeting (as appropriate) on any more recent developments.

Housing & Land Working Group

8. Councillor Ian Shires met with Gareth Bradford Director of Housing & Regeneration on 9 August to discuss the Housing and Land workstream. The first meeting of the Housing & Land Working Group will be held during September to discuss and agree its work programme for the forthcoming year. Councillor Ian Shires will provide a verbal update at the meeting (as appropriate) on any more recent developments.

Inclusive Growth and Productivity & Skills Working Group

9. On 30 August, Councillor Lisa Trickett met with Claire Spencer, Senior Policy Advisor - Public Services & Inclusive Growth, and Julie Nugent, Director of Productivity & Skills, to discuss the two workstreams and possible areas of focus for the forthcoming year. Councillor Lisa Trickett will meet with Henry Kippin on 13 September. The first meeting of the working group will be held during September. Councillor Lisa Trickett will provide a verbal update at the meeting (as appropriate) on any more recent developments.

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank