



# AGENDA

No.	Item	Presenting	Pages
<b>Meeting Business Items</b>			
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 previous meeting held on 4 September 2018	Chair	1 - 6
4.	Forward Plans - Overview & Scrutiny Committee and WMCA Board	Chair	7 - 12
5.	Consultation for the Transfer of West Midlands Police & Crime Commissioner Functions	Jodie Townsend	13 - 48
6.	WMCA Governance - Presentation	Tim Martin	None
7.	Devolution 2 Update	Julia Goldsworthy	49 - 74
8.	Local Industrial Strategy	Patrick White	75 - 120
9.	Overview & Scrutiny Committee Working Groups - Progress Update <ul style="list-style-type: none"> <li>• Working Groups Update</li> <li>• Scrutiny Champions Update               <ul style="list-style-type: none"> <li>○ Leaders Like You – Councillor Jackie Taylor</li> <li>○ Transport – Councillor Angus Lees &amp; Councillor Mike Chalk</li> <li>○ Air Quality – Councillor Stephen Simkins</li> </ul> </li> </ul>	Chair	121 - 138
<b>Date of next meeting</b>			
10.	Tuesday 16 January 2019 at 10.00am	Chair	None



## Overview & Scrutiny Committee

Tuesday 4 September 2018 at 10.00 am

### Minutes

#### Present

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 Stuart Davis	Joint Coventry/Solihull Representative
Councillor John Glass	Warwickshire Non-Constituent Local Authorities
Councillor Angus Lees	Dudley, Sandwell, Walsall and Wolverhampton Councils
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

#### In Attendance

Councillor Daniel Barker	Walsall Metropolitan Borough Council
Councillor John Cotton	Birmingham City Council
	Redditch Borough Council

#### Item Title No.

9. **Apologies for Absence**  
Apologies for absence were received from Mike Lyons, Sarah Windrum and Councillor Ken Wood.
10. **Minutes - 16 July 2018**  
The minutes of the meeting held on 16 July were agreed as a correct record.
11. **Forward Plans - Overview & Scrutiny Committee and WMCA Board**  
The committee considered forward plans of items that were to be reported to future meetings of the WMCA Board and this committee. In respect of a response to the Ministry of Housing, Communities & Local Government's policy document 'Strengthened Local Enterprise Partnerships', it was agreed that authority be delegated to the Chair, Vice-Chairs and lead members of

the five working groups to agree this committee's contribution to the WMCA's formal response.

## **12. WMCA Leaders Like You Report - Progress Update**

The committee considered a report from Henry Kippin, Director of Public Sector Reform, appraising it of the developments and progress in relation to the work being undertaken to implement the recommendations of the 'Leaders Like You' report that was published by the WMCA's Leadership Commission in May. Councillor Steve Eling, Portfolio Lead for Cohesion & Integration and Public Service Reform, was also in attendance to answer questions on the report.

The Leadership Commission looked at how the region could improve the opportunities for people from communities and groups that were currently underrepresented in the leadership of the West Midlands. It met with groups representing black and other minority ethnic communities, women, LGBT, people with disabilities and underrepresented socio-economic groups to better understand the experiences being faced, and produced a report containing recommendations that sought to address issues of underrepresentation.

Councillor Lisa Trickett noted that many of the recommendations in the report were not directly within the powers of the WMCA to deliver, but were region-wide issues that needed addressing. It was therefore important for the WMCA to be more challenging to organisations that were not able to demonstrate a diverse leadership. Councillor Steve Eling agreed with this and considered that the WMCA was getting better at understanding where it could most effectively provide that challenge. Part of this process would involve maintaining the public profile of these issues.

Councillor Cathy Bayton noted that organisations were now publishing their gender pay gaps, but she had been disappointed by the apparent lack of organisational strategies aimed at reducing the gender pay differentials that had been highlighted. Henry Kippin suggested the committee would benefit from meeting with Julie Nugent, Director of Productivity & Skills, who was leading on the WMCA's Regional Skills Plan that set out how this might be achieved. He also considered that the Mayor had a key role as a regional leader to continue to be a strong advocate for organisations to strive towards pay parity.

The Chair stressed the importance of the WMCA reflecting the diversity of the region that it represented. He urged local authorities to consider carefully the appointments it made annually to the WMCA Board and its committees so that it was able to achieve a better balance in gender and ethnicity within WMCA meetings.

The Chair thanked Councillor Steve Eling and Henry Kippin for their attendance at the meeting and answering the questions from members.

Resolved:

- (1) The WMCA Board be recommended to request that all future reports it

considered included a specific reference within them to any implications regarding inclusive growth considerations.

- (2) Councillor Steve Eling and the Director of Public Service Reform be invited to attend the meeting of the committee on 12 April 2019 to provide a further update on the progress being made with the regional implementation of the recommendations contained within the 'Leaders Like You' report.

### **13. 'Effectiveness of Overview & Scrutiny Committees' - Government Response to the Communities & Local Government Select Committee's First Report**

The committee considered a report from Lyndsey Roberts, Scrutiny Officer, on 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.

The Communities & Local Government Select Committee published its report in December 2017 and made seven recommendations to improve the effectiveness of local authority scrutiny. The Government had now published its response to these recommendations, and the report set out this response and the implications for overview and scrutiny within the WMCA.

Councillor John Cotton noted that the Governance Working Group intended to look at how scrutiny within the WMCA maintained its organisational independence, including by ensuring that it was properly resourced. Tim Martin, Head of Governance, undertook to report to the working group how the WMCA had allocated its share of the £12m Government funding made available to mayoral combined authorities to boost capacity.

Councillor Lisa Trickett stressed the value of pre-decision scrutiny, and considered that the West Midlands Local Industrial Strategy should be considered by this committee prior to its submission later in the year to the WMCA Board. The Chair agreed to write to the WMCA's portfolio leads and their support officers to stress the value that pre-decision scrutiny could provide to WMCA Board members as part of the approval process for key strategy documents.

Resolved:

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

### **14. Overview & Scrutiny Committee - Working Groups - Progress Update**

The committee considered a report from Lyndsey Roberts, Scrutiny Officer, on the developments and progress in relation to the work of the five working groups established at the last meeting, and the appointment of three scrutiny champions to have responsibility for the oversight of thematic areas.

Updates were provided by the lead members for each working group as follows:

- 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

It was also proposed that scrutiny champions be appointed to oversee three workstreams relating to the 'Leaders Like You' Leadership Commission report, transport and air quality.

Resolved:

- (1) The progress in developing the workstreams for the five working groups be noted.
- (2) The following scrutiny champions be appointed to have responsibility for the oversight of specific workstreams as follows:
  - 'Leaders Like You' - Councillor Jackie Taylor
  - Transport - Councillor Angus Lees and Councillor Mike Chalk
  - Air Quality - Councillor Stephen Simkins

## **15. Exclusion of the Public and Press**

Resolved:

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 were likely to involve the disclosure of exempt information as specified in paragraph 3 of the Act.

## **16. Midland Metro Construction - Proposed Business Support Package**

The board considered a report from Phil Hewitt, Director of West Midlands Metro, on details of the Midland Metro Construction - Proposed Business Support Package report that was considered by the WMCA Board at its meeting on 20 July.

The WMCA Board agreed a package of support schemes for business directly affected by the metro construction works undertaken by the WMCA, but asked this committee to give consideration to a number of specific issues contained within the report, namely:

- The number of businesses likely to be covered by the scheme
- The determination of the capping level

- The calculations used for determining support
- The schemes' funding arrangements

The committee received a presentation from Nafees Arif, Finance & Commercial Director of West Midlands Metro, that provided a detailed explanation of the these issues.

Resolved:

- (1) The information provided within the report and presentation on the number of businesses likely to be covered by the business support package, the determination of the capping level, the calculations used for determining support and the schemes' funding arrangements be noted.
- (2) A task & finish group be established, comprising Councillor Angus Lees, Councillor Ian Shires and Councillor Stephen Simkins, to report back to the next meeting of the committee on 26 November on the impact that the Bilston Road metro track replacement works had had on nearby businesses and the support they received by the WMCA to mitigate the impact of the works.

#### **17. Bus Operator Recharging Proposal**

The committee considered a report from Pete Bond, Director of Integrated Network Services, that provided further details on the Bus Operator Recharging Proposal report considered by Transport Delivery Committee at its meeting on 16 July.

The report approved funding to allow for a bus station departure charge and roadside information 'holiday' to generate additional investment by all bus operators in Euro VI standard vehicles without any change to policy. This committee had requested further information on the report in respect of:

- Any financial implications of the use of the concessionary fares budget
- The distribution of the investment across all bus operators, particularly the smaller operators
- The rationale for considering the report in private
- Funding arrangements

Pete Bond clarified that the report was considered in private as commercial negotiations were continuing to be held with bus operators about these proposals that might be prejudiced were the report to be in the public domain. Members of the committee noted that transport powers differed in the West Midlands to those of the Mayor of London, and considered whether having similar powers would help deliver the wider air quality improvements that were being sought from bus operators. Pete Bond indicated that work was currently being undertaken to look at the legislative options available under the Bus Services Act 2017 regarding public transport governance, and the Chair requested that a further update on this be provided to the next meeting of the committee on 26 November.

Resolved:

The rationale and financial implications of the Bus Operator Recharging Proposal considered and approved by the Transport Delivery Committee on 16 July be noted.

- 18. Monday 26 November 2018 at 10:00am**  
The date of the next meeting was noted.

The meeting ended at 12.50 pm.



**WMCA Overview & Scrutiny Committee - Forward Plan**

<b>Title of Report</b>	<b>Description of Purpose</b>	<b>Date of Meeting</b>	<b>Lead Officer/Member</b>
Mayor's Question Time: Budget 12 December 2018			
16 January 2019			
Capital Projects Delivery – Focus on Metro (Wednesbury – Brierley Hill)	To receive an update on a particular transport area.	January 2019	Sandeep Shingadia / Nafees Arif
Environmental Board – Air Quality	To receive an update on Air Quality.	January 2019	TBC
25 February 2019			
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
PCC Report	To provide an update on the proposal / consultation stages.	25 February 2019	Henry Kippin
12 April 2019			
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

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
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
To Be Confirmed			
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: JANUARY 2019 - JULY 2019

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Budget Monitoring 2018/19</b>	To review the latest budget monitoring position.	11 January 2019	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
<b>Draft 2019/20 Budget, Precept and Levy</b>	To consider proposals for the 2019/20 WMCA budget, precept and levy.	11 January 2019	Yes	Cllr Bob Sleigh	Sean Pearce	No	Finance
<b>Local Industrial Strategy Final Approval</b>	To approve the Local Industrial Strategy.	11 January 2019	Yes	Cllr Ian Ward	Patrick White	No	Economic Growth
<b>Bus Bylaws</b>	To consider proposals regarding bus bylaws	11 January 2019	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport
<b>Regional Road Safety Strategy</b>	To approve the Regional Road Safety Strategy	11 January 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
<b>WMCA 2019/20 Budget, Precept and Levy</b>	To agree proposals for the 2019/20 WMCA budget, precept and levy.	8 February 2019	Yes	Cllr Bob Sleigh	Sean Pearce	No	Finance
<b>Medium Term Financial Plan</b>	To approve the plan.	8 February 2019	Yes	Cllr Bob Sleigh	Sean Pearce	No	Finance
<b>Police &amp; Crime Commissioner Governance</b>	To seek approval to submit scheme to Home Office.	8 March 2019	Yes	n/a	Henry Kippin	No	Governance
<b>New Stations Outline Business Case - Packages 1 &amp; 2</b>	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
<b>Budget Monitoring 2018/19</b>	To review the latest budget monitoring position.	12 April 2019	No	Cllr Bob Sleigh	Sean Pearce	No	Finance



Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Budget Monitoring 2018/19</b>	To review the latest budget monitoring position.	28 June 2019	No	Cllr Bob Sleigh	Sean Pearce	No	Finance
<b>Police &amp; Crime Commissioner Governance</b>	To seek approval for the Order for PCC governance.	July 2019	Yes	n/a	Henry Kippin	No	Governance

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**West Midlands  
Combined Authority**

## Overview & Scrutiny Committee

<b>Date</b>	26 November 2018
<b>Report title</b>	Consultation for the Transfer of West Midlands Police & Crime Commissioner Functions
<b>Accountable Chief Executive</b>	Deborah Cadman, West Midlands Combined Authority email: <a href="mailto:deborah.cadman@wmca.org.uk">deborah.cadman@wmca.org.uk</a> tel: (0121) 214 7200
<b>Accountable Employee</b>	Henry Kippin, Director of Public Service Reform email: <a href="mailto:henry.kippin@wmca.org.uk">henry.kippin@wmca.org.uk</a> tel: (0121) 214 7880

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

**The Overview & Scrutiny Committee is recommended to:**

1. Note the presentation provided on the consultation for the transfer of West Midlands Police & Crime Commissioner Functions.
2. Note the Stage 1 consultation questions and agree how to provide a response as the WMCA Overview & Scrutiny Committee to the Stage 1 consultation questions.

## 1. Purpose

- 1.1. To provide an overview of the consultation process for the transfer of West Midlands Police & Crime Commissioner Functions and to seek the views of the Overview & Scrutiny Committee to the stage 1 consultation questions.
- 1.2. To provide an overview of the development of the Governance Review and Scheme, including feedback received from Constituent Councils, the Police and Crime Commissioner and West Midlands Police

## 2. Background

- 2.1. The legislative and policy background to this proposed governance transfer are outlined in some detail within the reports considered at the September and November WMCA Board meetings – with the overall mandate of effecting a transfer of governance to enable the election of a Mayor with PCC responsibilities for the West Midlands in 2020 in line with the region's second Devolution Deal.
- 2.2. At the September Board meeting, WMCA members and the PCC agreed to take the Governance Review and Scheme back for consideration within their authorities – and to send feedback to WMCA officers for consideration. The Governance Review outlined the current and proposed PCC model, with specific reference to areas where clarity on governance, accountabilities and operational detail were required. The Scheme provided for the underlying legislative basis for the transfer. The WMCA Board also requested that more work be carried out on an appropriate consultation design
- 2.3. At the November Board meeting, WMCA Members noted the feedback received to date on the Governance Review and Scheme, agreed to a 2 stage consultation process and timetable, agreed on a revised Governance Review and Scheme to be consulted upon and agreed to receive a further report in March 2019 detailing the outcome of the consultation.

## 3. Overview & Scrutiny Committee

- 3.1. A presentation has been prepared for the Overview and Scrutiny Committee that will:
  - a. Explain further the development process of the Consultation exercise for the transfer of West Midlands Police & Crime Commissioner Functions
  - b. Explain the methodology of the consultation exercise
  - c. Present the Stage 1 consultation questions to the Overview and Scrutiny Committee
- 3.2. This presentation is attached at Appendix A.
- 3.3. Overview and Scrutiny Committee Members are advised to review the papers that were considered by the WMCA Board on the 9<sup>th</sup> November 2018 which outlines the consultation process and timeline.
- 3.4. To further assist the Overview and Scrutiny Committee the Consultation Plan is attached at **Appendix B**. Members of the Committee are reminded that the Consultation Plan is an evolving document and is being updated as required as it is developed further, therefore the version attached is the most up to date version at the time Overview and Scrutiny Committee papers were dispatched.

#### **4. Financial Implications**

- 4.1. The Financial implications of progression of governance arrangements and the statutory order are being met through internal resources of the WMCA, with support from the Home Office and OPCC as appropriate.
- 4.2. Wider costs of transition are being developed with a view to resources for transition planning being earmarked with the WMCA's annual budgeting and Medium-Term Financial Planning processes.

#### **5. Legal Implications**

- 5.1. The legal implications in terms of legislation are outlined in previous reports. Further legal implications are reported through the Governance Review and Scheme for consideration.

#### **6. Equalities Implications**

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

#### **7. Inclusive Growth Implications**

- 7.1. The WMCA Board has asked for the inclusive growth implications of each board paper to be outlined in this section. We are developing a set of materials that will allow officers and partners to do this robustly, which will be reflected in WMCA Board reports from January 2019 onwards.

#### **8. Geographical Area of Report's Implications**

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

#### **9. Other Implications**

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

#### **10. Schedule of Background Papers**

- Governance Review
- Governance Scheme
- Report to WMCA Board 14 September 2018
- Report to WMCA Board 9 November 2018

#### **11. Appendices**

- Appendix A – Presentation to Overview and Scrutiny Committee
- Appendix B – Consultation Plan

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**West Midlands**  
Combined Authority

# **Consultation for the Transfer of West Midlands Police & Crime Commissioner Functions**

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**Presentation to the WMCA Overview and Scrutiny Committee**

**26 November 2018**

## Background

Following the first devolution deal in 2015, a second deal was agreed in late 2017 between government, the Mayor and WMCA to strengthen the West Midlands' devolution arrangements.

The second devolution deal included a commitment for government, the WMCA and the PCC to work together to look at a detailed governance model and timetable for transferring the role and powers of the PCC to the elected Mayor in 2020.

As a result a Governance Review and Scheme were prepared and consulted upon with Constituent Councils, WMCA Board and Mayor, the PCC and his Office and the Chief Constable of WMP.

In considering the Review and the Scheme the Mayor and the WMCA board agreed the need for this to be underpinned by a robust consultation as part of an ongoing commitment to devolution and local democracy.

## What is being proposed?:

Under the proposals, the role, duties and responsibilities of the PCC will not change, but from 2020 they would be discharged by the Mayor instead of the PCC.

The Police and Crime Panel would also remain in place to scrutinise and support the Mayor in exercising these powers and responsibilities.

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A similar arrangement is already in place in Greater Manchester, where the role of the PCC was incorporated into the Greater Manchester Combined Authority Mayor's role in 2017, and to an extent in London.

The Mayor would appoint a Deputy Mayor for Policing and Crime (DMPC), accountable to the Mayor, to work closely with them and exercise certain powers on their behalf. The spirit and intent of the proposals are to build on the work initiated by the current PCC arrangements whilst retaining the operational independence of the Chief Constable and West Midlands Police (WMP).

WMCA believes that the transfer of PCC functions to the elected Mayor would bring the following benefits to the public, business and public services:

- **Clearer accountability for citizens, business and government:**
  - Single accountable figure and point of contact in the West Midlands working across a range of Services
  - One election
- **Stronger collaboration between services to the public:**
  - Stronger links between different public services particularly those that contribute to crime
  - Reduce confusion and fragmentation for citizens and help prevent crime
- **Reduce demands on policing by addressing the causes of crime:**
  - Opportunity to create innovative models of neighbourhood working to target causes of crime
  - Availability of additional resources eg skills housing, economic growth etc
  - Joining up of data and intelligence
- **Ensuring public money is spent as efficiently as possible:**
  - Ring fenced precept and budgets
  - Not about large cost savings
  - Reducing duplication and better integration



### Consulted closely with the WMCA Board. Two key principles:

- Election of a Mayor with PCC powers in 2020
- Robust two-stage public consultation on both the principle and the detail.

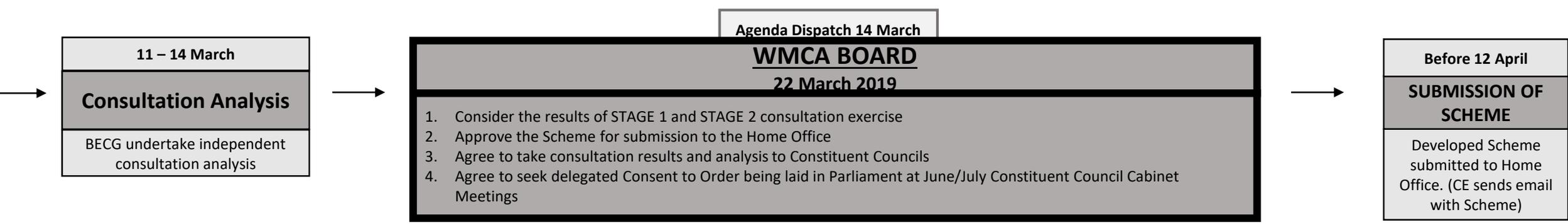
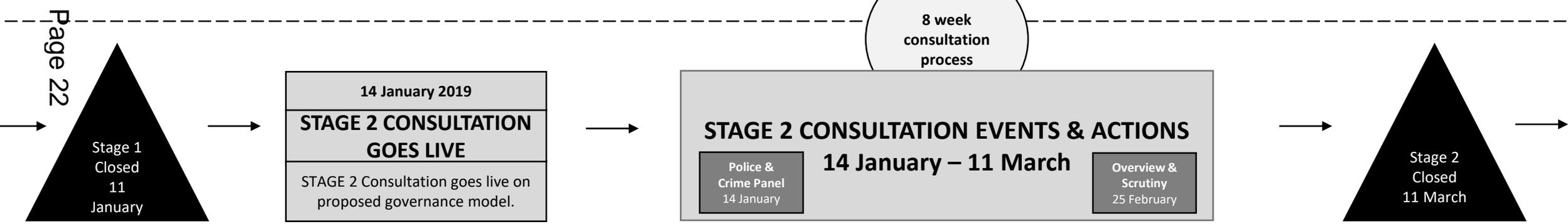
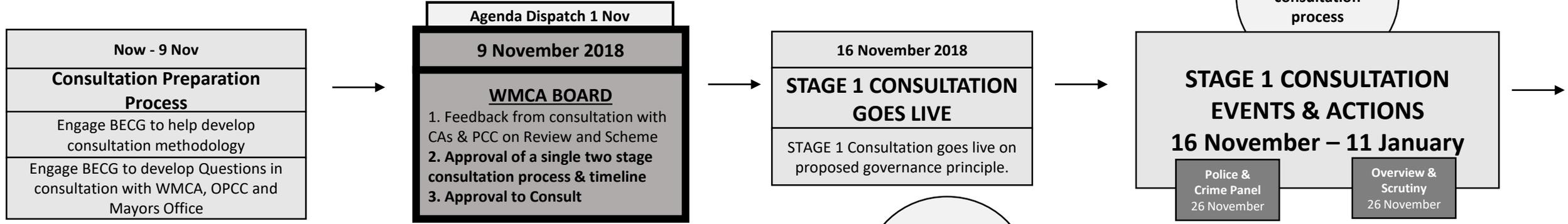
*A point to note is that the consent route (section 107(f)) that applies to this transfer process. As a result consent from the Constituent Authorities, the WMCA and the Mayor are the only requirement for the Order to be laid before Parliament, a review and scheme are not a requirement of this process.*

### Process

- A two-stage public consultation – consulting the public on both **principle** and **detail** during **two separate 8-week** periods
- Key role for scrutiny – building in two opportunities for both WMCA Overview and Scrutiny Committee and the Police and Crime Panel to scrutinise and assure the process
- Appropriate legal advice – taking and following Home Office, WMCA and independent legal advice that the process is legally robust and conducted along principles of good practice
- Independent question-setting and analysis – we have engaged an independent agency, BECG, accredited by the Consultation Institute, who are setting the questions objectively and after dialogue with the PCC and Mayor.
- A collaborative consultation process – working with constituent authority governance, legal and communications teams to both assure and plan the best possible consultation.



# The Consultation Process



## The Consultation Process

As with previous consultations of this nature, the purpose here is twofold: to provide the Board with Public and Stakeholder views in respect of the proposal; and to provide evidence of local views to the Home Secretary.

We have appointed BECG as the agency responsible for supporting the design and analysis of the consultation who already have experience in the West Midlands as they supported the consultation on fire governance conducted in 2017.

BECCG have been tasked with independently and objectively developing the questions and supporting information for the consultation using their knowledge and expertise and through engagement with the PCC and Mayor.

We are proposing to follow advice from BECG on the appropriate analysis of a two-stage consultation, which is that good practice would be to move from Stage 1 to Stage 2 of the consultation without reporting interim results so as not to unduly influence the second stage. BECG have advised that ***“The proposed approach by WMCA to publish the results of both stages of consultation together will provide a comprehensive account of feedback for stakeholders and the WMCA board to consider. The alternative option would be to report on each stage separately. We would advise against this, given the potential for the results of stage one to unduly influence the consultation on stage two.”***

BECCG will analyse and report on the results of both stages to the WMCA Board in March to enable the Board to make an informed decision prior to making a decision as to whether or not to submit the proposals to the Home Secretary.

## Consultation Methodology

The Consultation Methodology is set out in the Consultation Plan, it details the various stakeholders being targeted and the various methods in which we are seeking to engage the public. The consultation can be accessed in a number of ways:

- Online Questionnaire Booklet
- Hard Copy Questionnaire Booklet
- Easy Read Format
- Audio
- Public engagement events (one in each Constituent Council)

The Consultation is being publicised in a number of ways:

- Social Media Campaign
- Press Releases
- Direct Email to Stakeholders
- WMCA Email Footer
- Home Page link to consultation at WMCA and the 7 Constituent Councils
- Direct Email to WMCA Cllrs, MPs and MEPs
- Hard to Reach Groups programme including equality and diversity groups
- Public engagement events (one in each Constituent Council)



Q1:

To what extent do you agree or disagree with the proposal to transfer the responsibilities of the Police & Crime Commissioner to the Mayor of the West Midlands?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree      Don't know

Please use the space below to provide any comments you may have about your answer:

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Q2:

To what extent do you agree or disagree that a Mayor with Police & Crime Commissioner functions would improve the efficiency and effectiveness of policing?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree      Don't know

Please use the space below to provide any comments you may have about your answer:

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Q3:  
the

To what extent do you agree or disagree that a Mayor with Police & Crime Commissioner functions would improve the governance of policing and crime?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree     Don't know

Please use the space below to provide any comments you may have about your answer:

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Q4:

To what extent do you agree or disagree that a Mayor with Police & Crime Commissioner functions would improve the ability of the public to hold the strategic leadership of policing and the wider social causes of crime to account?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree     Don't know

Please use the space below to provide any comments you may have about your answer:

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Q5:

To what extent do you agree or disagree that a Mayor with Police & Crime Commissioner functions would create a stronger strategic focus on joined-up public services across the region?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree     Don't know

Please use the space below to provide any comments you may have about your answer:

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Q6:

To what extent do you agree or disagree that greater co-operation and integration is likely to be achieved with the Mayor having responsibility for both fire and police services?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree     Don't know

Please use the space below to provide any comments you may have about your answer:

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**Q7:**

To what extent do you agree or disagree that there should be one directly elected accountable individual for the functions that come under the Mayor and the PCC?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree     Don't know

Please use the space below to provide any comments you may have about your answer:

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## What happens next?

The first stage of the Consultation runs until the 11<sup>th</sup> January 2019 with the second stage open between January 14<sup>th</sup> – March 11<sup>th</sup> 2019.

The second stage will be focused on the detail of the governance, with the questions and supporting information developed independently by BECG with engagement with WMCA and the PCC. Both the Police & Crime Panel and the WMCA Overview & Scrutiny Committee will be engaged in the second stage as they have been in the first stage.

BECCG will provide independent analysis of the consultation results and report to WMCA Board on the 22<sup>nd</sup> March 2019 where Board will consider the consultation results and analysis and be asked to provide approval to submit the Scheme to the Home Office.

In June/July 2019 Constituent Councils will be consider the consultation results and analysis and be asked to provide delegated consent for approval, with the Home Office asking the Mayor and Constituent Council Leaders for approval in late August 2019 in line with the timetable to provide an election for a Mayor with PCC Powers in May 2020.



Any

Questions?



**West Midlands**  
Combined Authority

# **Consultation for the Transfer of West Midlands Police & Crime Commissioner Functions**

Page 31

**Consultation & Engagement Plan v7.0**

## Pre-consultation

Stakeholder/Advisory	Methods of Communication	More detail
PCC & OPCC	Meetings, document sharing, telephone and email correspondence	<p>WMCA have engaged with the OPCC in developing the Governance Review and Scheme prior to the September 2018 WMCA Board meeting.</p> <p>WMCA have engaged BECG to provide guidance on the wording and structure of the consultation questions and supporting information, this process specifically involved directly consulting the OPCC on possible content, seeking feedback on proposals and taking this on board where BECG felt it was required.</p>
Constituent Councils	Meetings, document sharing, telephone and email correspondence	<p>WMCA Board agreed that all Constituent councils should review the Governance review and scheme and provide feedback to the November WMCA Board meeting.</p> <p>WMCA have engaged Council Leaders and representatives following the September 2018 WMCA Board meeting in developing a consultation proposal that meets requirements set out by the Constituent Councils.</p> <p>WMCA have sought to engage Constituent Council Communication Leads in explaining proposed consultation process and answering nay queries.</p> <p>WMCA has engaged Constituent council Monitoring Officers and Legal Leads in developing the proposed consultation process.</p>
Home Office	Meetings, document sharing, telephone and email correspondence	Regular contact between WMCA and the Home Office via telephone/ email correspondence and meetings has taken place in the development process of the Governance review and scheme and now in the development of the proposed consultation process, timeline and methodology.
BECG	Meetings, document sharing, telephone and email correspondence	<p>BECG were procured by WMCA in order to:</p> <ol style="list-style-type: none"> <li>1) Undertake engagement process with OPCC/PCC, the Mayor's Office and WMCA Officers to independently develop proposals and guidance on the content of questions to be included in the consultation exercise at both stages</li> <li>2) To review the Consultation Plan, providing guidance and recommendations for improvement where required to ensure that the consultation and engagement methodology met the standards they would expect see from such consultation as an accredited member of the Consultation Institute.</li> <li>3) Producing a robust and an in-depth consultation review document is critical for the credibility of any large-scale public consultation. Based on the brief given to BECG they would complete analysis of the responses received and the produce a consultation report. This will be done in conjunction with the WMCA team. In doing so BECG will: <ul style="list-style-type: none"> <li>• Ensure the consultation analysis report resulting from the consultation is objective and accurate.</li> <li>• Assist in ensuring the feedback analysis is easy to digest, using graphs/diagrams where appropriate to help illustrate the results of the consultation.</li> <li>• Ensure the document accurately illustrates the extent of the public consultation delivered.</li> </ul> </li> </ol>



# Stakeholder Consultation – Stage 1

## Timescale: 16 November 2018 to 11 January 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

All of the methods of communication will be undertaken by the WMCA unless specified. Throughout the consultation we will be monitoring responses.

Stakeholder	Methods of communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Key stakeholders eg BIDs, chambers of commerce, colleges	<b>Email</b>		Initial email detailing about the consultation	Reminder to have their say. We can see from the consultation responses who has responded.	Last chance to have their say. Reminder that their input is important.
All	<b>Footer on email</b>	<b>Graphic on bottom of email that stakeholder can click on and be taken straight to the consultation (similar to WMFS consultation)</b>	Once the website is live	Ongoing	Ongoing
West Midlands Combined Authority area Councilors/MPs/MEPs	<b>Email with option for meetings if required</b>		Initial email detailing about the consultation and offer of meeting if required. Asked to share with constituents and through social media	Reminder to have their say. We can see from the consultation responses who has responded.	Last chance to have their say. Reminder that their input is important.
<b>Hard to Reach Groups</b>	See sections below  As well as the specific methods mentioned below we would expect some of the hard to reach groups to see other methods of communication we are producing eg social media (organic)				
Equality and Diversity Groups	<b>Email</b> <b>Easy Read document and questionnaire</b> <b>Large print and questionnaire</b> <b>Telephone number for responses/help</b> <b>Consultation Events</b>	Equality and Diversity Manager will receive a standard message to send to the groups along with a copy of the in Easy Read document with questionnaire and option to order audio. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire. (We will also attend any meetings if requested)	Initial email as per “more detail”	Reminder to have their say. We can see from the consultation responses who has responded.	Last chance to have their say. Reminder that their input is important.



# Stakeholder Consultation – Stage 1

Timescale: 16 November 2018 to 11 January 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

All of the methods of communication will be undertaken by the WMCA unless specified. Throughout the consultation we will be monitoring responses.

Page 34	<p>We will ask the regional comms teams in each of the seven districts to contact their equality and diversity groups to tell them about our consultation. We will share a list of groups (name of group only) to them to avoid duplication.</p> <p>(Email from regional comms team) Easy Read document and questionnaire Telephone number for responses/help Consultation Events</p>	<p>We will send a summary of the leaflet to the comms teams along with a copy of the Easy Read document with questionnaire and options for audio. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire.</p>	<p>Initial email to regional comms as per “more detail”. We are already liaising with regional comms to gain their support for the whole of the consultation. A consultation toolkit will be supplied.</p>	<p>Reminder to have their say.</p>	
Page 34	<p>Paid for social media</p>	<p>We will monitor the response to the consultation from the hard to reach groups. Where there are gaps we will produce an advert on social media and target the hard to reach groups and ensure that they are representative of the Combined Authority area.</p>		<p>Facebook ad to cover any hard to reach groups and WMCA areas that haven’t responded. The duration of the ad will be decided on the responses we receive.</p>	
Visually impaired	<p>Email all of the Talking Newspapers in the West Midlands</p>	<p>Equality and Diversity Manager will receive a summary of the leaflet to send to. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire.</p>	<p>Initial email as per “more detail”.</p>	<p>Reminder to have their say.</p>	



# Public Consultation – Stage 1

## Timescale: 16 November 2018 to 11 January 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Leaflet	Will include information on the consultation, questionnaire, details of events, where reader can find out more, start and end date and how they can take part in the consultation	Leaflet and questionnaire will be available for the whole period of the consultation.		
Questionnaire	Questions to be agreed with Begc. Once signed off questionnaire will be included in printed leaflet and online on the West Midlands Combined Authority's website.	Questionnaire available for the whole period of the consultation.		
Access to leaflet, questionnaire and pre-paid envelope at venues Posters	We will work with the regional comms team to enable access to the leaflet, questionnaire and pre-paid envelope in their libraries and civic centres.  We will also have copies available at our Travel Information Centres.	Agreed quantity sent to key contact and displayed with poster saying about the consultation	Regional comms team to advise if extra stock needs to be delivered to their venues	
Video (phase 1)  Video or Animation (phase 2)	A short video about the consultation, saying how people can take part and where they can find out more information.  A short video or animation about the outcome and consultation will be produced. (We will decide on how well received the video is)	Video available for the whole period of the consultation in phase 1.  Animation available for the whole period of the consultation in phase 2.		
Graphic	A graphic will be produced for social media, electronic screens, footer on emails, posters, website etc	One graphic will be used across the methods of communication to help raise awareness of the consultation and to attract people's interest.		



## Public Consultation – Stage 1

Timescale: 16 November 2018 to 11 January 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Electronic screens – poster at bus stations and near interchanges	<p>A “Have your say” poster will be produced to go on electronic screens that we have in the West Midlands. It will use the graphic as detailed, start and end dates and a link to the website for more information.</p> <p>Poster changed to “Last chance to have your say” and link to website.</p>	Electronic screens for the duration of the consultation		Last chance to have your say poster
Printed poster	<p>A “Have your say” poster will be produced in various sizes (depending on location) and put up at locations across the West Midlands (across the transport network). It will use the graphic and have details of the consultation events, start and finish dates and a link to the website for more information.</p>	Poster up for the whole duration.		
Real Time Information (RTI) screens at bus stops	<p>A “Have your say” poster will be produced and we will use just wording as well where the RTI can’t support a picture. Will be directed to the website.</p> <p>Poster and text changed to “Last chance to have your say” and link to website.</p>	To keep the consultation fresh the RTI won’t appear for the whole time of the consultation. It will be interchanged with other campaigns taking place.		Last chance to have your say poster/words
Email to signed up list	<p>An email will be sent to all the contacts we have on our database with a link to the webpage on the WMCA website.</p>			Last chance to have your say email



## Public Consultation – Stage 1

Timescale: 16 November 2018 to 11 January 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Easy Read document with questionnaire	Leaflet and questionnaire produced in Easy Read	Sent to Equality and Diversity groups by WMCA and regional comms. Also, available on request. On WMCA webpage		
Audio cd with questionnaire	Summary of the leaflet to send to. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire.	Sent to Equality and Diversity groups on request by WMCA and regional comms. Also, available on request.		
FAQs	Frequently Asked Questions and Answers produced to further explain about the consultation.	Available at the start on the web	Updated during the consultation if required	
Website	Webpage created with  Graphic for main webpage (to link to webpage) Information Link to questionnaire Easy Read document FAQs Video			
Events	Events in seven districts Events spread over the consultation period.  WMCA staff involved in the consultation available to talk about the consultation and help fill out questionnaire if required.  Information boards/pullups used to display information on the consultation.  Wobble board to highlight the consultation to people who may be passing the event and want to find out more.	On different days including Saturdays and a variety of times to offer the opportunity for people to attend.		



# Public Consultation – Stage 1

## Timescale: 16 November 2018 to 11 January 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Social media	Facebook (organic) post using graphic Twitter  As above by regional comms team	Various messages detailing about the consultation, events, where to find out more (libraries) plus a link to the webpage.		Last chance to have your say
Media	Media release Media monitoring and analysis Media engagement as required	Media release announcing the start and dates of events		Last chance to have your say
Regional Comms support	Toolkit produced  Website links to our webpage Intro text produced for emails/newsletter send outs Social media messages produced Libraries information plus posters and copies of leaflets with questionnaire and pre-paid envelopes supplied Equality and Diversity groups supplied with intro text, copy of Easy Read and audio copies sent through for send out.	throughout		Last chance to have your say



## Public Consultation – Stage 1

Timescale: 16 November 2018 to 11 January 2019

### Constituent Council Public Events

Use of WMCA Events Bus

Date	Time	Location
Tuesday 27 November 2018	3pm to 8pm	West Bromwich Bus Station, Stand A, West Bromwich Ringway, St Michael Street, B70 7AB
Saturday 1 December 2018	9am to 3pm	Queen Square, Wolverhampton City Centre, WV1 1TH
Wednesday 5 December 2018	9am to 3pm	Ironmonger Row, behind Primark, Coventry City Centre, CV1 1FD
Saturday 8 December 2018	9am to 3pm	Dudley Market Place, near the Duncan Edwards Statue, DY1 1PJ
Monday 7 January 2019	10am to 5pm	Mell Square, near Marks and Spencer, Solihull town centre, Solihull, B91 3AT
Tuesday 8 January 2019	12 to 6pm	<b>Main concourse*</b> , by the information screens inside New Street Railway Station, Birmingham
Wednesday 9 January 2019	3pm to 7pm	Walsall town centre, Park Street near to Poundland, WS1 1LY



## Analysis of Stage 1 Consultation

We will receive responses to the consultation in a number of ways. It has been agreed with the teams that are data collecting these responses that data will be supplied on the dates below to Lisa Ollis (Senior Public Relations Executive) and Becg. Lisa is in charge of the consultation from the Communications team and she will monitor responses so that if there are any gaps in responses these can be addressed during the consultation. Becg will be sent the data to prepare the analysis and final report as per their agreement with the WMCA.

Action By	Methods of communication	23/11/2018	30/11/2018	7/12/18	15/12/18	22/12/18	4/1/19	9/1/19	11/1/19
Customer Services Team	Send through any letters/emails to Customer Insight Team for inclusion in the data sent to Becg.								
Customer Insight Team	Send through any letters/emails to Becg.								
Customer Insight Team	Printed questionnaires will be data entered								
Customer Insight Team	An excel spreadsheet will be sent through every week of the responses we receive both printed and online.								
Marketing Team	An update from the social media post detailing reach, clicks through to website, shares of the post, likes and comments.								
Design Team	An update from the website page detailing unique page views and views.								



## Stakeholder Consultation – Stage 2

### Timescale: 22 January to 11 March 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

We will use all of the methods of communication detailed below. All of the methods of communication will be undertaken by the WMCA unless specified.  
Throughout the consultation we will be monitoring responses.

Stakeholder	Methods of communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Key stakeholders eg BIDs, chambers of commerce, colleges	Email		Initial email detailing about the outcome and next phase of consultation	Reminder to have their say. We can see from the consultation responses who has responded.	Last chance to have their say. Reminder that their input is important.
All	Footer on email	Graphic on bottom of email that stakeholder can click on and be taken straight to the consultation (similar to WMFS consultation). Graphic will be updated from Phase 1.	22 January	Ongoing	Ongoing
West Midlands Combined Authority area Councillors/MPs/MEPs	Email with option for meetings if required		Initial email detailing about the outcome and offer of meeting if required. Asked to share with constituents and through social media	Reminder to have their say. We can see from the consultation responses who has responded.	Last chance to have their say. Reminder that their input is important.



## Stakeholder Consultation – Stage 2

### Timescale: 22 January to 11 March 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

We will use all of the methods of communication detailed below. All of the methods of communication will be undertaken by the WMCA unless specified.  
Throughout the consultation we will be monitoring responses.

Stakeholder	Methods of communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Hard to Reach Groups	See sections below				
	As well as the specific methods mentioned below we would expect some of the hard to reach groups to see other methods of communication we are producing eg social media (organic)				
Page 42	We will respond to everyone in the appropriate format, who asked to receive further information (that gave us permission to under GDPR)		Details of the next phase		
Equality and Diversity Groups	<b>Email</b> <a href="#">Easy Read document and questionnaire</a> <a href="#">Large print and questionnaire</a> <a href="#">Telephone number for responses/help</a> <a href="#">Consultation Events</a>	Equality and Diversity Manager will receive a standard message to send to the groups along with a copy of the in Easy Read document with questionnaire and option to order audio. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire. (We will also attend any meetings if requested)	Initial email as per “more detail”	Reminder to have their say. We can see from the consultation responses who has responded.	Last chance to have their say. Reminder that their input is important.



## Stakeholder Consultation – Stage 2

### Timescale: 22 January to 11 March 2019

Items in **blue** are traditional methods.  
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We will use all of the methods of communication detailed below. All of the methods of communication will be undertaken by the WMCA unless specified.  
Throughout the consultation we will be monitoring responses.

Stakeholder	Methods of communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Page 43	<p>We will ask the regional comms teams in each of the seven districts to contact their equality and diversity groups to tell them about our consultation. We will share a list of groups (name of group only) to them to avoid duplication.</p> <p>(Email from regional comms team)  <a href="#">Easy Read document and questionnaire</a>  <a href="#">Telephone number for responses/help</a>  <a href="#">Consultation Events</a></p>	<p>We will send a summary of the leaflet to the comms teams along with a copy of the Easy Read document with questionnaire and options for audio. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire.</p>	<p>Initial email to regional comms as per “more detail”. We are already liaising with regional comms. A consultation toolkit will be supplied for this phase.</p>	<p>Reminder to have their say.</p>	
	<p><a href="#">Paid for social media</a></p>	<p>We will monitor the response to the consultation from the hard to reach groups. Where there are gaps we will produce an advert on social media and target the hard to reach groups and ensure that they are representative of the Combined Authority area.</p>		<p>Facebook ad to cover any hard to reach groups and WMCA areas that haven’t responded. The duration of the ad will be decided on the responses we receive.</p>	
Visually impaired	<p><a href="#">Email all of the Talking Newspapers in the West Midlands</a></p>	<p>Equality and Diversity Manager will receive a summary of the leaflet to send to. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire.</p>	<p>Initial email as per “more detail”.</p>	<p>Reminder to have their say.</p>	



## Public Consultation – Stage 2

### Timescale: 22 January to 11 March 2019

Items in **blue** are traditional methods.  
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We will use all of the methods of communication detailed below. All of the methods of communication will be undertaken by the WMCA unless specified.  
Throughout the consultation we will be monitoring responses.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
<b>Leaflet</b>	Will include details of phase 1, outcome, details of phase 2, questionnaire, details of events, where reader can find out more, start and end date and how they can take part in the consultation	Leaflet and questionnaire will be available for the whole period of the consultation.		
<b>Questionnaire</b>	Questions to be agreed with Begg. Once signed off questionnaire will be included in printed leaflet and online on the West Midlands Combined Authority's website.	Questionnaire available for the whole period of the consultation.		
<b>Access to leaflet, questionnaire and pre-paid envelope at venues</b> <b>Poster</b>	We will work with the regional comms team to enable access to the leaflet, questionnaire and pre-paid envelope in their libraries and civic centres.  We will also have copies available at our Travel Information Centres.	Agreed quantity sent to key contact and displayed with poster saying about the consultation	Regional comms team to advise if extra stock needs to be delivered to their venues	
<b>Video (phase 1)</b>  <b>Video or Animation (phase 2)</b>	A short video about the consultation, saying how people can take part and where they can find out more information.  A short video or animation about the consultation will be produced.	Video available for the whole period of the consultation in phase 1.  Animation available for the whole period of the consultation in phase 2.		
<b>Graphic</b>	Graphic will be updated for social media, electronic screens, footer on emails, posters, website etc	One graphic will be used across the methods of communication to help raise awareness of the consultation and to attract people's interest.		



## Public Consultation – Stage 2

### Timescale: 22 January to 11 March 2019

Items in **blue** are traditional methods.  
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We will use all of the methods of communication detailed below. All of the methods of communication will be undertaken by the WMCA unless specified.  
Throughout the consultation we will be monitoring responses.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Electronic screens – poster at bus stations and near interchanges	<p>A “Have your say” poster will be produced to go on electronic screens that we have in the West Midlands. It will use the graphic as detailed, start and end dates and a link to the website for more information.</p> <p>Poster changed to “Last chance to have your say” and link to website.</p>	Electronic screens for the duration of the consultation		Last chance to have your say poster
Printed poster	<p>A “Have your say” poster will be produced in various sizes (depending on location) and put up at locations across the West Midlands (across the transport network). It will use the graphic and have details of the consultation events, start and finish dates and a link to the website for more information.</p>	Poster up for the whole duration.		
Real Time Information (RTI) screens at bus stops	<p>A “Have your say” poster will be produced and we will use just wording as well where the RTI can’t support a picture. Will be directed to the website.</p> <p>Poster and text changed to “Last chance to have your say” and link to website.</p>	To keep the consultation fresh the RTI won’t appear for the whole time of the consultation. It will be interchanged with other campaigns taking place.		Last chance to have your say poster/words
Email to signed up list	<p>An email will be sent to all the contacts we have on our database with a link to the webpage on the WMCA website.</p>			Last chance to have your say email



## Public Consultation – Stage 2

### Timescale: 22 January to 11 March 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

We will use all of the methods of communication detailed below. All of the methods of communication will be undertaken by the WMCA unless specified.  
Throughout the consultation we will be monitoring responses.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Email and information to people who signed up as part of phase 1	We will respond to everyone in the appropriate format, who asked to receive further information (that gave us permission to under GDPR)			
Easy Read document with questionnaire	Easy Read Leaflet and questionnaire updated with outcome and phase 2		Sent to Equality and Diversity groups by WMCA and regional comms. Also, available on request. On WMCA webpage	
Audiodisc with questionnaire	Summary of the leaflet to send to. There will be details of how members of the groups can respond to the consultation including attending a consultation event and telephoning in to get help to fill in the questionnaire.		Sent to Equality and Diversity groups on request by WMCA and regional comms. Also, available on request.	
FAQs	Frequently Asked Questions and Answers updated to explain phase 2.	Available at the start on the web	Updated during the consultation if required	
Website	Webpage updated with  Graphic for main webpage (to link to webpage) Information (update on outcome) Link to questionnaire Easy Read document FAQs Animation			



## Public Consultation – Stage 2

### Timescale: 22 January to 11 March 2019

Items in **blue** are traditional methods.  
Items in **red** are digital methods.

We will use all of the methods of communication detailed below. All of the methods of communication will be undertaken by the WMCA unless specified.  
Throughout the consultation we will be monitoring responses.

Methods of Communication	More detail	Start of consultation	During consultation	Two weeks before consultation ends
Events	<p>Events in seven districts Events spread over the consultation period.</p> <p>WMCA staff involved in the consultation available to talk about the consultation and help fill out questionnaire if required.</p> <p>Information boards/pullups used to display information on the consultation.</p> <p>Wobble board to highlight the consultation to people who may be passing the event and want to find out more.</p>	On different days including Saturdays and a variety of times to offer the opportunity for people to attend.		
Social media	<p>Facebook (organic) post using graphic Twitter</p> <p>As above by regional comms team</p>	Various messages detailing about the outcome, phase 2 of the consultation, events, where to find out more (libraries) plus a link to the webpage.		Last chance to have your say
Media	<p>Media release Media monitoring and analysis Media engagement as required</p>	Media release announcing outcome, phase 2 and the start and dates of events		Last chance to have your say
Regional Comms support	<p>Toolkit produced</p> <p><b>Website links to our webpage</b> <b>Intro text produced for emails/newsletter send outs</b> <b>Social media messages produced</b> <b>Libraries information plus posters and copies of leaflets with questionnaire and pre-paid envelopes supplied</b> <b>Equality and Diversity groups supplied with intro text, copy of Easy Read and audio copies sent through for send out.</b></p>	throughout		Last chance to have your say



## Analysis of Stage 2 Consultation

We will receive responses to the consultation in a number of ways. It has been agreed with the teams that are data collecting these responses that data will be supplied on the dates below to Lisa Ollis (Senior Public Relations Executive) and Becg. Lisa is in charge of the consultation from the Communications team and she will monitor responses so that if there are any gaps in responses these can be addressed during the consultation. Becg will be sent the data to prepare the analysis and final report as per their agreement with the WMCA.

Action By	Methods of communication	18/01/2019	25/01/2019	01/02/19	08/02/19	15/02/19	22/02/19	01/03/19	10/03/19
Customer Services Team	Send through any letters/emails to Customer Insight Team for inclusion in the data sent to Becg.								
Customer Insight Team	Send through any letters/emails to Becg.								
Customer Insight Team	Printed questionnaires will be data entered								
Customer Insight Team	An excel spreadsheet will be sent through every week of the responses we receive both printed and online.								
Marketing Team	An update from the social media post detailing reach, clicks through to website, shares of the post, likes and comments.								
Design Team	An update from the website page detailing unique page views and views.								



**West Midlands  
Combined Authority**

## Overview & Scrutiny Committee

<b>Date</b>	26 November 2018
<b>Report title</b>	Devolution 2 Update
<b>Accountable Chief Executive</b>	Deborah Cadman, West Midlands Combined Authority email: <a href="mailto:deborah.cadman@wmca.org.uk">deborah.cadman@wmca.org.uk</a> tel: (0121) 214 7200
<b>Accountable Employee</b>	Julia Goldsworthy, Director of Strategy email: <a href="mailto:julia.goldsworthy@wmca.org.uk">julia.goldsworthy@wmca.org.uk</a> tel: (0121) 214 7941

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

**The Overview & Scrutiny Committee is recommended to:**

1. Note and comment upon the contents of this report and the appendices.

## **1. Purpose**

To provide an update to the Committee on progress on the WMCA Devolution 2 deal and the Combined Authority's approach to the wider devolution agenda.

## **2. Background**

The CA Board received a paper in March 2018 on the second devolution deal and the action plan for taking it forward (see Appendix 1). In agreeing the second deal, the strategy was to begin to develop a different and more collaborative relationship with government. Instead of a stop-start approach in which deals were announced at "fiscal events" (Budgets or Statements), the ambition was to develop a closer relationship in which we work together with government officials to develop policy, rather than negotiating one off transactional "deals".

The action plan from the second deal therefore contained a number of areas where government signalled areas of future policy development to taken forward as follows:

- Housing investment and delivery – securing a Housing Deal, including a pipeline for housing delivery and building capacity locally through partnership working with Homes England
- Securing national trailblazer status for the Local Industrial Strategy programme, working with government to develop a clear understanding of how they direct regional investment and priorities,
- Developing our skills and productivity agenda further, including a Regional Skills Plan and work on careers and employment
- Developing a longer term approach to transport investment, building on the Transforming Cities Fund secured in the second devolution deal.
- Taking forward our agenda for public service reform
- Engaging government in our Funding for Growth programme
- Taking forward the integration of the PCC and WMFRS functions with the Mayor.

## **3. Progress since March 2018**

In summary the following achievements have followed from the plan set out in March:

- A Housing Deal was agreed in July 2018. This provided a £100m Land Fund, an agreed site pipeline, a joint delivery team and support for the proposed centre of excellence for land remediation (see Appendix 2). It also agreed to work on a further deal on social and affordable housing which is ongoing

- A skills deal was also agreed in July (see Appendix 3), covering apprenticeships, technical education, digital skills and careers. Devolution of the Adult Education Budget is now being implemented (delayed from the first devolution deal)
- We secured the 5G project, becoming the first area to lead on a new public sector led approach to mobile connectivity
- The Budget announced an expansion of the Transforming Cities Fund, confirming that government remains committed to further developing a longer term, more devolved approach to infrastructure funding
- The Combined Authority has developed an evidence base to inform consultation on a Local Industrial Strategy which closed on 15<sup>th</sup> November. This process has helped inform the development of the government's broader approach, and the CA intends to publish a finalised strategy at the turn of the year
- The transfer of WMFRS and PCC functions has progressed.

During the year the WMCA also secured borrowing powers and the power to raise a Supplementary Business Rate (agreed in the first devolution deal).

#### **4. Next Steps**

We have carried forward the principles of this strategic approach into the autumn Budget and the Spending Review 2019, as set out in our (attached) submission letter in September. Initial discussions with HM Treasury on the Spending Review suggest that there is scope for further progress in our priority areas. Potential areas for further development include:

- Financial innovations, giving us more flexibility to raise funds and invest locally
- Longer term, devolved infrastructure funding, including post-Brexit regional funding (Shared Prosperity Fund)
- Public service reform, focused on prevention in health and social care and linking to the future of local public services more widely
- A clear role for the Local Industrial strategy and the Regional Skills Strategy in channelling regional investment
- Establishing a clear future plan for the development of Mayoral Combined Authorities, including building sustainable capacity to deliver.

#### **3. Financial Implications**

Progress with devolution is bringing further investment funding into the CA. Details are referred to above and in the appendices.

#### **4. Legal Implications**

Legal implications of the devolution agreements have been taken forward with the constituent member local authorities as appropriate.

## **5. Equalities Implications**

The work on devolution addresses key areas where opportunities can be enhanced and inequalities addressed, such as skills, housing and access to jobs. Specific benefits attach to the different areas of work summarised in this report.

## **6. Inclusive Growth Implications**

Inclusive growth is at the heart of our strategic approach to devolution.

## **7. Geographical Area of Report's Implications**

The devolution agenda is focused on the whole CA geography.

## **8. Other Implications**

## **9. Schedule of Background Papers**

Appendix 1: Devolution Action Plan

Appendix 2: Skills Agreement

Appendix 3: Outline of Housing Package for the West Midlands



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West Midlands  
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# West Midlands Skills Agreement 2018

July 2018

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## Summary

This skills agreement sets out the way the Government will work with the West Midlands Combined Authority to tackle skills challenges in the region.

## Expiry or review date

This document will be reviewed before January 2020

## Who is this publication for?

This document is for:

- Local authorities
- Mayoral Combined Authorities
- Local Enterprise Partnerships
- West Midlands Further Education Colleges and private training providers
- West Midlands Employers
- Careers Leaders in Schools and Colleges

## Main points

This skills agreement between the Government and the West Midlands Combined Authority will boost digital and technical skills, job opportunities and productivity across the region – supporting more young people and adults into work as well as upskilling and retraining local people of all ages.

This package will inform the West Midlands' Local Industrial Strategy.

# West Midlands Combined Authority Skills Agreement

## July 2018

1. The Government's modern Industrial Strategy sets out plans to tackle long-term challenges for the UK economy, with explicit aims to boost productivity and earning power for all. Employers and the Government working together to equip people with the right skills is a key foundation to achieving this.
2. The Industrial Strategy committed the Government to working with the West Midlands Combined Authority (WMCA) through a new skills agreement, paving the way for its Local Industrial Strategy. This builds on the ongoing pilots the Government is delivering with the West Midlands to support more people into employment, and the commitments set out at Autumn Budget 2017. It also builds on and complements wider investments directly to West Midlands skills providers ahead of T Level rollout and any successful Institutes of Technology.
3. The substantial package of agreements and investment set out here help to deliver the West Midlands Combined Authority's Regional Skills Plan, as well as the Government's Midlands Engine Strategy.

### Apprenticeship Ambition

4. WMCA will establish a regional Apprenticeship and Technical Education Taskforce in partnership with the Government.<sup>1</sup> The taskforce will bring together national and regional work on employer engagement, communications and online platforms.
5. The Government commits to enhance plans for communications activity within the WMCA. This will include targeting businesses, promoting apprenticeships in schools and building capacity with local intermediaries, for example the local Chambers and Federation of Small Business, to advise SMEs on apprenticeships.
6. The Government commits to supporting WMCA with its work to drive up apprenticeship starts with small and medium-sized employers in high priority areas. WMCA and the NAS will work together to raise awareness of apprenticeships, take advantage of levy transfers and joint purchasing and encourage greater diversity across apprenticeships.

### Apprenticeship Transfers

7. The Government will work with WMCA to convene employers so they can use their joint purchasing to turbocharge the number of apprenticeships available in the West Midlands. WMCA aims to unlock £40m of extra purchasing of apprenticeships over five years. WMCA will work with public and private sector levy payers, including those whose headquarters are outside of the region but with

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<sup>1</sup> Department for Education (DfE) including the Education and Skills Funding Agency (ESFA)/National Apprenticeship Service (NAS), and Department for Work and Pensions (DWP).

a significant regional presence.

## Apprenticeship Promise

8. The Mayor of West Midlands commits to working with local employers to make sure an apprenticeship or training place is available to every young person in the region that wants one. The Government applauds this commitment.
9. For young people who are disadvantaged and need extra support to gain an apprenticeship:
  - The Government<sup>2</sup> will work with WMCA to promote traineeship and Sector Based Work Academy opportunities as routes to apprenticeships.
  - DfE commits to piloting an expansion of the Apprenticeship Support and Knowledge Programme with schools in WMCA region, dedicated to raising awareness and working to promote financial support on offer to employers to help young people access the training they need.
  - Government will support WMCA to map local provision for young people at risk of being NEET, and identify how they can be more effectively engaged and supported to benefit from training opportunities and apprenticeships.
  - DWP will work with WMCA to support the testing of 'progression coaches' in Birmingham and Solihull. These will support and mentor unemployed and disadvantaged young people as they work towards gaining and progressing in an apprenticeship or other job.

## Making the West Midlands a technical education centre of excellence

10. WMCA will establish a joint technical education and apprenticeship taskforce with the Government<sup>3</sup> to bring together national and regional work on employer engagement, communications and online platforms.
11. As part of this, we will develop and implement a joint employer engagement and communication plan to ensure a coherent approach to T Level development and implementation across the region.
12. The Taskforce will also oversee a strategic approach to investment applications from T Level providers across the West Midlands. This will build on the £6.5m investment in the West Midlands to prepare for T Level industry placements and

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<sup>2</sup> DfE and DWP

<sup>3</sup> DfE, including ESFA/NAS and DWP

further support for the nine T Level early adopters in the region. The Taskforce will develop an evidence-based approach to target any future funding, complementing existing provision to deliver high quality technical education that meets the skills needs of the region.

13. The Government will also work with WMCA as DfE continues to develop work on transition support for young people to access T Levels.

## Digital Skills Revolution

14. With three bids that involve WMCA providers moving through to the second stage of the Institutes of Technology competition, Government welcomes the priority the region puts on equipping learners with the skills, including digital skills, needed by employers now and going forward to boost productivity in the region.
15. The Government commits to supporting WMCA further to boost digital skills locally and the Government will support the launch (likely in the autumn) of a pilot Local Digital Skills Partnership in the West Midlands. This will include a grant from DCMS to fund the appointment of a regional coordinator for 12 months.
16. The Government will make up to £5m available to WMCA to work with employers and DfE to design, operate and evaluate a pilot to inform the National Retraining Scheme (NRS) to drive adult learning and retraining in digital as well as wider technical skills.
17. The Government will allocate to WMCA a proportion of funding announced in the Autumn 2017 budget for AI and edtech for adults to invest in cutting-edge machine learning applications in the region to support the delivery of adult learning. This money will go towards a fund which will challenge firms to build an open source AI product that local college and providers can integrate into existing online platforms to improve the delivery of key skills in the area.
18. The Government will allocate a proportion of the expanded Cyber Skills Immediate Impact Fund (CSIIF) exclusively for initiatives that take place in WMCA region. This will open up funding opportunities for a range of organisations to develop new, creative and innovative approaches, or to scale up existing initiatives, that boost numbers and diversity of adults entering the cyber security profession quickly.

## Careers

19. The Government's careers strategy commits to testing career 'hubs' which will link schools, colleges and other local organisations to drive progress against the Gatsby benchmarks and improve career outcomes for young people.
20. The Government announced in July that there would be a careers hub in the Black Country to explore the practicalities and impact of putting the Gatsby benchmarks

into practice. The hub will start from September 2018. We will build on this by committing to a strategic partnership with WMCA on careers and employer engagement working with the Careers and Enterprise Company. Funding for these career activities will total £1m.

21. The Government recognises the importance of work experience for secondary school students, inspiring young people, helping them decide on future careers, and to demonstrate their potential to future employers. We will support schools and employers in the West Midlands to find and offer opportunities by investing in an online work experience portal to be in place for testing, from September 2019.

## Evaluation

22. The Government and WMCA will work together to make sure outcomes are captured from this work. It will be key for Government, MCAs and other local areas to learn from this partnership and pilots.
23. This package will inform the West Midlands' Local Industrial Strategy.



Department  
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## **OUTLINE OF HOUSING PACKAGE FOR THE WEST MIDLANDS**

Through the Second Devolution Deal, the Mayor committed to an ambitious increase in the number of new homes in the West Midlands. This housing package represents the start of a new delivery partnership between the West Midlands Combined Authority, Government and Homes England - alongside a commitment to deliver in partnership over a broad geographic area - to deliver on the ambition and potential of the West Midlands.

### **WEST MIDLANDS COMMITMENTS**

Through this agreement with Government, the West Midlands Combined Authority commits to:

- Deliver 215,000 homes by 2030/31, an increase in delivery to nearly 16,000 per year from an average of 12,000 over the last three years and significantly increasing the amount of land released for housing. This ambitious target is above the level proposed under the Government's Local Housing Need assessment set out in the draft National Planning Policy Framework.
- Local Plans for both the constituent and non-constituent local authorities to be updated, as necessary, by the end of 2019 to deliver and accommodate 215,000 homes by 2030/31.

### **GOVERNMENT SUPPORT TO THE WEST MIDLANDS**

The Government commits to:

- Back the ambition of the Mayor in capturing value, accelerating build out and increasing the quality and density of new homes through a Land Fund of up to £100m to acquire and de-risk land around priority sites across the area, which could include in the Walsall to Wolverhampton corridor subject to value for money assurance. The land fund should deliver at least 8000 homes.
- Taking the Housing Infrastructure Fund Forward Funding bid for housing growth areas including the Commonwealth Games site at Perry Barr through to co-development - the next stage of the competitive HIF process.
- Government and Homes England will work with local stakeholders to explore the potential for a deal with Housing Associations on Affordable Housing to deliver more affordable homes and increase financial certainty
- A new long-term delivery partnership with Homes England, involving:
  - Working together to identify future site development and investment opportunities - initially focusing on an extensive site pipeline for the West Midlands
  - Creating a new Joint Delivery Team and working with the Housing and Land Leaders Board
  - Exploring the potential for new local delivery models, which could include creating new or supporting existing delivery vehicles at key growth opportunities, especially around major transport nodes
  - Exploring the potential for Modern Methods of Construction and other opportunities for innovation in West Midlands construction and speeding up build out
  - Supporting the creation of a new Centre of Excellence for Brownfield Remediation and Construction Skills in Wolverhampton (a partnership of Wolverhampton & Birmingham Universities, Wolverhampton Council, Black Country LEP, WMCA and Homes England)
  - Homes England and WMCA working closely together to make effective use of compulsory purchase powers

This package will need to demonstrate that it delivers value for money and will require business case approval from Government. The West Midlands Combined Authority will agree a delivery plan with Government and Homes England by the end of May 2018 which will include detailed business cases for funding to ensure value for money and clear delivery milestones. Funding will be contingent on key milestones being met e.g on local plan adoption. Alongside this, the West Midlands should seek to maximise opportunities to bring in new private investment to boost housing growth.

### **DELIVERY AND KEY MILESTONES**

- End of March 2018 – WMCA to publish an Investment Prospectus
- End of May 2018 – Detailed business case and delivery plan to be agreed with Government and Homes England
- December 2018 – WMCA to publish a Spatial Investment and Delivery Plan
- December 2019 – Local Plans within constituent and non-constituent authorities to be updated as necessary to deliver and accommodate 215,000 homes by 2030/31

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## West Midlands and Government Working Together: Our Action Plan

This document is our action plan for the next stages of partnership working between the West Midlands Combined Authority and UK Government. It should be read in conjunction with the devolution 'deal' published in November 2017. It sets out:

- a) the ways in which we intend to **follow up on the commitments** made in the devolution deal document, and the ways in which those commitments translate into ongoing workstreams for the WMCA and its partners
- b) areas in which **clarification or more information** is needed – including with portfolio and officer leads for each strand of work, and those areas in which more clarity on governance or forward process is required
- c) the over-arching case for a **more collaborative ongoing relationship** between the WMCA, its members and partners, and the various departments of government that will be required to enable these priorities to be delivered.

### Why we need an action plan

The West Midlands and the UK Government have already achieved much through a partnership that is growing in strength and impact. Within the last three years, the region has come together, established strong leadership and accountability, and shown that it can work together as a dependable partner with UK Government.

We have a clear shared agenda: a bold ambition for inclusive growth and reform that all of our communities can feel, driven through a place-based industrial strategy and a commitment to make the West Midlands a beacon for better leadership and better delivery.

Delivering on this agenda will require new powers and flexibilities for the West Midlands and the marshalling of additional resources and capability from a range of sources. In order to achieve these ambitions we must strengthen our collaborative working, capture new ideas and innovations and ensure that all our shared resources are brought to the table.

This means we can deliver on national objectives – for strong economic growth and social mobility – through our expert understanding of delivery mechanisms, delivering greater impact through our knowledge of what works best for our residents and businesses.

The second devolution agreement between the Government and the West Midlands outlines ways in which this might happen. It creates a unique opportunity to make progress together that will benefit the whole country. But we need to be proactive – stepping on to the front foot because we cannot wait for progress that our economy and our communities need to happen right now. This is why we have pulled together this action plan, and why the engagement with Whitehall outlined in the pages below has already begun in earnest.

## Moving from 'devolution deals' to ongoing collaboration

The WMCA Board and UK Government have been clear about the need to re-calibrate the devolution process: away from an annual 'deal-making' process, and towards a relationship between the West Midlands and central government characterised by ongoing and deeper collaboration. This is for three reasons:

1. Our agenda for change is too broad to be funneled into an annual budgeting process that puts short term financial considerations ahead of strategic investment in the things we know that the region needs
2. Our reform plans are long-term and interdependent – they require consistent engagement with UK Government, and a depth of dialogue that builds trust over time and builds our collective capacity to deliver
3. Our industrial strategy – which will frame much of this ongoing dialogue – is a long-term strategy that requires deeper joint-understanding about the drivers for growth within the region, and the ongoing investment and flexibilities required to unlock faster progress.

The pages below set out our 'plans on a page' for following through on this ambition.

The WMCA board is asked:

1. To consider this Action Plan at March WMCA board, as a guide to our intentions and likely programme milestones following the approval of the original Devolution Deal document in February.
2. To note this report as further information *if required* as the Devolution Deal is approved by member Councils – because these documents together give a fuller sense how we intend to translate the Deal (which is a statement of policy intent) into actions that we are prepared to commit to and follow through on ourselves.
3. To continue the dialogue, engagement and feedback between the WMCA and its members that will be needed to ensure that we build the strong regional collaboration that is fundamental to achieving our goals.

Lead officers are happy to clarify any of the points contained in the 'plans on a page' below, and we will update WMCA Board at regular points throughout the calendar as we progress these actions and monitor progress both within the region and within central government. Note that this is not a plan of *all* WMCA activity, but a plan specifically related to the commitments made within the second Devolution Deal. Governance for particular strands of work are outlined below – but overall governance and responsibility for this plan rests with the Combined Authority Board.

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## PRIORITY 1 – A STEP CHANGE IN HOUSING INVESTMENT AND DELIVERY

Our work on this priority will be led by **Cllr Sean Coughlan**, supported by **Jan Britton** (lead CEO) and **Gareth Bradford** (Director of Housing and Regeneration) alongside Council Leaders and their housing and planning teams across the region. Governance is via the Land and Housing Delivery Board, reporting to the WMCA Board

What are our priorities?	Example specific actions
<p>To create a new partnership (between WMCA, UK Government, Homes England) and our local councils to secure the capacity and funding to deliver the scale/pace/mix and quality of housing the West Midlands and the UK needs – linked to strategic infrastructure investment planning and the piloting of improved and innovative approaches to housing construction, land remediation/acquisition and housing management.</p> <p>Building an ambitious housing investment portfolio for the region, taking care to work collaboratively to build a pipeline with strong local buy-in, evidence, assurances around delivery and the capacity to shape the market and the future skills base for innovation in construction.</p> <p>Working closely across housing, transport, public service reform and skills to ensure our ambitions for housing growth support inclusive growth and meaningful wellbeing outcomes across the region</p>	<ul style="list-style-type: none"> <li>➤ Agreeing a Housing Deal with Government that reflects our priorities, with strong local governance to underpin delivery and a level of ambition that supports housing growth goals set out in the Strategic Economic Plan (SEP) and Land Delivery Plan.</li> <li>➤ A Site Pipeline (and related Investment Prospectus) that is robust, credible and mapped regionally – with clarity on housing supply &amp; land release, employment sites and the necessary infrastructure provision and funding to unlock key sites</li> <li>➤ Securing capacity for innovation in delivery and a local skills base – exemplified by the development of a national centre of excellence for brownfield remediation and construction skills in the Black Country</li> <li>➤ Working with our partners at Homes England to create additional delivery capacity for the region</li> <li>➤ Working with Homes England, LEAs and local councils to develop a detailed West Midlands Spatial investment and delivery plan to demonstrate confidence in delivery and clarity of intention and alignment across the region.</li> <li>➤ Commitment to further work on a range of issues such as land remediation, land value capture, social housing, new technologies and stimulus of the SME market to support new construction methods and mixed models</li> </ul>

## PRIORITY 2 – A BOLD INDUSTRIAL STRATEGY FOR THE WEST MIDLANDS

Our work on this priority will be led by **Cllr Ian Ward** and **Jonathan Browning** (SEP Board Chair), supported by **Deborah Cadman** (Lead CEO), **Julia Goldsworthy** (Director of Strategy) and **Patrick White** (Interim Director of Industrial Strategy) alongside our Local Enterprise Partnerships (LEPs), universities, Council Leaders and their economic growth and development teams across the region. Governance is principally via the **Strategic Economic Plan (SEP) Board**, reporting to the WMCA Board.

What are our priorities?	Example specific actions
<p>Taking the opportunity to develop an ambitious West Midlands industrial strategy, responding to BEIS calls for 'place-based' strategies from Mayoral CAs following the publication of the Government's Industrial Strategy in Autumn 2017.</p> <p>Developing a stronger focus on genuine competitive advantages and future opportunities – including where we see major opportunities for local, regional and central government collaboration in sectors such as automotive, advanced manufacturing or life sciences, for example</p> <p>A shared understanding with Government about the contribution the West Midlands can make to UKPLC and the Grand Challenges the Government has defined, and what shared investment, regulatory flexibility / change or freedoms the region will need in order to maximize that impact.</p>	<ul style="list-style-type: none"> <li>➤ Developing and publishing an industrial strategy that reflects the current and future strengths of our businesses and people – built through collaboration between the WMCA, our LEPs, business community, academic partners and the public sector.</li> <li>➤ Ensuring strong business leadership of the Industrial Strategy – through the development of clear sector action plans that are endorsed by sector leaders and which set out credible ambitions for growth and productivity improvement.</li> <li>➤ Undertaking granular research that is led by our academic and LEP partners, building on our Productivity and Skills Commission, and getting under the skin of existing sector analysis to identify specific comparative advantage within high-growth-potential sub-sectors, and articulate a more detailed picture of the current business base within them</li> <li>➤ Developing plans for more intensive supply-chain management and value chain growth, as a means to accelerating productivity growth</li> <li>➤ A plan – developed with the WM Digital Board – to amplify current focus on the digital economy as a driver of regional growth, and the necessary capability and infrastructure investment to underpin it</li> </ul>

## PRIORITY 3 – BOOSTING PRODUCTIVITY THROUGH SKILLS AND JOBS

Our work on this priority will be led by **Cllr George Duggins**, supported by **Nick Page** (Lead CEO) and **Julie Nugent** (Director of Skills & Productivity) alongside our businesses, LEPs, Council Leaders and their education & skills teams, further education, higher education and other skills partners across the region. Governance is via the Productivity and Skills Commission, reporting to the **WMCA Board**

What are our priorities?	Example specific actions
<p>To use the potential of devolution to drive improved skills levels, higher rates of employment and a more responsive skills system that better meets the needs of local businesses, drives up productivity within the regional economy, and better supports the life chances of our learners and future workforce.</p> <p>Establishing strong leadership and a more joined up approach to skills funding, planning and delivery with the West Midlands – including greater local control over investment in skills and employment support</p> <p>A more effective use of public money in relation to skills, jobs and productivity, with greater focus on collaboration to deliver key sector specialisms and a more targeted offer for those individuals most in need or furthest from the labour market.</p>	<ul style="list-style-type: none"> <li>➤ The WMCA’s Productivity and Skills Commission will operate as a Skills Advisory Panel (covering 16-19, Adult Skills, T-Levels and apprenticeships). The Commission comprises experts from business and academia who will set out the key skills priorities for the region, working closely with stakeholders, including Department for Education (DfE). This analysis will also inform the production of our Local Industrial Strategy, recognising the key linkages between skills and productivity and economic growth.</li> <li>➤ Production of a Regional Skills Plan, which will set out clear regional priorities for investment and establish a framework for collaborative working and alignment in post-16 education, skills and employment services within the region.</li> <li>➤ Deliver a Career Learning Pilot to target and upskill low-paid/low-skilled adults in the workforce.</li> <li>➤ Ensuring that government commissioned careers provision better aligns with local skills priorities – working with DfE and DWP to agree a new strategic relationship with the Careers and Enterprise Company and National Careers Service.</li> <li>➤ Work with DWP, JobCentre Plus, Local Authorities and other local partners to create a joint Employment Support Framework that improves the targeting and impact of actions focused on helping West Midlands residents move in to and progress within employment.</li> </ul>

## PRIORITY 4 – INVESTMENT IN TRANSPORT THAT CAN TRANSFORM THE REGION

Our work on this priority will be led by **Cllr Roger Lawrence (who holds the transport portfolio)** and **Cllr Bob Sleigh (who holds the HS2 portfolio)**, and **Cllr Patrick Harley (who holds the environmental portfolio)**, supported by **Laura Shoaf** (Managing Director of TfWM) alongside her team and our wider partnership of local authorities, businesses, LEPs and transport industry partners. Governance is via the Transport Delivery Committee (and various operational transport and programme boards), ultimately reporting to the CA Board. HS2 specific activities report to the HS2 Growth Delivery Board – again, reporting ultimately to the WMCA Board.

What are our priorities?	Example specific actions
<p>To promote partnership working that builds the case for greater local control and adequate funding to deliver the long term transport investment plans outlined by the WMCA Board and TfWM – including the game changing arrival of HS2 within the region.</p> <p>Progressively securing the freedoms and flexibilities to manage regional transport networks effectively in line with local needs – including Integrated Control Centre, Operation Freeway, the moving of traffic powers, and BSOG</p> <p>Driving towards integrated connectivity linked to jobs and housing; and which enables people to travel, and businesses to access markets quicker and more easily; and which delivers a network that contributes to material improvements in congestion, public safety and air quality within the region.</p>	<ul style="list-style-type: none"> <li>➤ Creating longer term local funding arrangements for transport investment through continuous dialogue with UK Government.</li> <li>➤ Maximising the potential of HS2 and the UK Central hub – supporting our world class airport – beginning with dialogue between WMCA, Urban Growth Company, Birmingham Airport (BHX), H.M. Treasury and the Department of Transport to clarify opportunities, objectives and funding streams, and submission of business cases for key proposals e.g. Birmingham International Station</li> <li>➤ Establishing of a Network Resilience Partnership which pushes for more devolved transport powers, further technical work and through generating broader buy in from other areas (including potential amendments to the Operation Freeway agreement during HS2 construction)</li> <li>➤ Securing DfT support for our bus service improvement strategy, including devolution of Bus Services Operator Grant (BSOG).</li> <li>➤ Establishing a partnership to tackle air quality – an important cross-cutting area of work sitting between the Mayor’s Office, Industrial Strategy and Public Services/Wellbeing.</li> <li>➤ Focused work within the Industrial Strategy to promote growth in transport related technology – including the creation of local ‘test beds’ for new technologies such as driverless cars</li> <li>➤ Ensuring that the skills needs and opportunities of HS2 are reflected in the region’s wider skills strategy, so</li> </ul>

What are our priorities?	Example specific actions
	that businesses and residents get the skills they need to prosper.

## PRIORITY 5 – INCLUSIVE GROWTH, PUBLIC SERVICE INNOVATION AND WELLBEING

Our work on this priority will be led by **Cllr Steve Eling** (who holds the Public Services, Inclusion and Cohesion portfolio), and **Cllr Bob Sleigh** (who holds the Wellbeing portfolio), supported by lead CEOs **Phil Loach (Chief Fire Officer) (PSR)**, **Sarah Norman (Wellbeing)** and **Henry Kippin** (director of Public Service Reform), alongside the system of local authority, police, fire, NHS and VCS partners across the region. Governance is via the Public Service Reform Board and the Wellbeing Board, both ultimately reporting to the WMCA Board.

What are our priorities?	Example specific actions
<p>Developing a blueprint for future PSR built on collaborative work across the region, and which raises the level of ambition for partnership working with government around public service innovation</p> <p>Work to identify funding and flexibilities for work on radical prevention – including cardiovascular disease prevention, complex needs, mental health innovation and continuing the WMCA’s work on the experience of vulnerable people within the justice system</p> <p>Establishing a credible basis for a programme of work on Inclusive Growth and public service reform - beginning with the establishment of an Inclusive Growth Unit for the region, and PSR and wellbeing activities that link health, productivity and service reform.</p>	<ul style="list-style-type: none"> <li>➤ Production of a PSR Plan in collaboration with HMG – including specific pilots for public service innovation in partnership with MHCLG, DWP, HMT and others</li> <li>➤ Establishment of an Inclusive Growth Unit in partnership with regional and national agencies which will drive the creation of inclusive growth policy and ‘blueprints’ for inclusive investment in key WMCA areas.</li> <li>➤ Driving forward the Thrive programme of mental health innovation with continued support from the Dept of Health and Social Care (DHSC), Dept of Work and Pensions (DWP) and other government agencies, and continued investment from WMCA and regional partners.</li> <li>➤ Establishment of the WMCA’s ‘Future Social’ programme, funded by DHSC and which supports collaboration within the social care workforce across regional settings</li> <li>➤ Creation of digital innovation pilots via the Urban Challenge programme (which links tech entrepreneurs with public service and wellbeing challenges), and greater capability for cross-agency analysis via an Office of Data Analytics</li> <li>➤ Extension of the WMCA’s One Public Estate programme to support PSR and system change</li> </ul>

## PRIORITY 6 – LEVERAGING FUNDING FOR ACCELERATED GROWTH

Our work on this priority will be led by Mayor **Andy Street** and Cllr **Izzi Secombe** in collaboration with constituent Council Leaders, supported by lead CEO Deborah Cadman, **Julia Goldsworthy** (Director of Strategy), **Sean Pearce** (Director of Finance) and the network of Chief Financial Officers within constituent authorities. Governance is via the Funding for Growth Commission and the West Midlands Combined Authority Finance Directors Workstream, reporting to the WMCA Board.

What are our priorities?	Example specific actions
<p>Generating full UK Government engagement and a commitment – as set out in our Funding for Growth programme – to identify and leverage diverse sources of funding for local investment in identified priorities.</p> <p>Pushing for a more independent West Midlands, able to drive growth and reform with less reliance on government grants. This needs flexibility to deliver more effectively across all areas of investment, including public service improvement and reform.</p> <p>Clear signals as to the viability of specific funding models outlined by the Commission, and commitments to take this forward in partnership.</p>	<ul style="list-style-type: none"> <li>➤ A range of key policy development challenges to ensure funding is in place to meet our shared ambitions. These are reflected in the current Funding for Growth priority list below</li> <li>➤ To secure Ministry of Housing, Communities and Local Government (MHCLG) support through secondments and project support to develop the Supplementary Business Rates scheme and other funding streams envisaged within the region’s first Devolution Deal</li> <li>➤ To secure UK Government involvement on the Panel and access to project finance expertise through HM Treasury or Investment UK to support business case development. Proposed areas currently include:               <ul style="list-style-type: none"> <li>- Longer term transport funding allocation.</li> <li>- Land remediation funding (housing deal)</li> <li>- Land Value Capture (housing deal)</li> <li>- Housing Revenue Account Cap (housing deal)</li> <li>- Enterprise Zones and Tax Incremental Financing/ Strategic Infrastructure Tariff</li> <li>- Pension Fund and other Institutional Investment including Private Sector Leveraged Investment into the Region.</li> <li>- Public Service Reform Gainshare and social financing models</li> <li>- NHS asset sales retention (explored via the One Public Estate programme)</li> </ul> </li> </ul>

## **PRIORITY 7 (a) TRANSFERRING GOVERNANCE OF WEST MIDLANDS FIRE SERVICE (WMFS) FROM WEST MIDLANDS FIRE AND RESCUE AUTHORITY (WMFRA) TO THE MAYORAL COMBINED AUTHORITY.**

(a) Our work on this transfer in governance will be led by the Mayor **Andy Street**

Lead officers: **Henry Kippin** (Director of Public Service Reform) and Chief Fire Officer, **Phil Loach**

Support Officers: **Tim Martin** (Monitoring Officer and Governance Lead, **Karen Gowreesunker** (Clerk WMFRA. ). Fire reform support from Brian Nash - Home Office.  
Governance is principally via the WMCA Board.

### **WMFRA and WMCA –Transfer of Governance of WMFS**

#### **What are our priorities:**

Enabling the effective and timely transfer of governance of WMFS from WMFRA to the Mayoral WMCA.

The continued delivery of the WMFS three year rolling Corporate Strategy

Maintaining established CFO leadership, operational and service accountabilities as in the approved Scheme

#### **Actions (aligned to priority 1):**

- Secure approval from Constituent Authorities and CA Board to submit Scheme to Government March - May 2018.
- Submission of Scheme to Home Office - May/June 2018
- Develop a plan for implementation based on agreed working assumptions objectives, timescales and will need to satisfy CA governance and assurance processes.
- Home Office consult on draft Order with WMCA and Constituent Authorities Summer/Autumn 2018
- Order finalised Autumn/Winter 2018
- Implementation by April 2019.

## PRIORITY 7(b) MERGER OF THE ROLE OF PCC AND MAYOR

(b) Our work on the merger of the roles of the PCC and the Mayor will be principally led by the **Mayor, Andy Street, Deborah Cadman**, Chief Executive of WMCA, **Henry Kippin** (Director of Public Sector Reform), **Tim Martin** (Monitoring Officer WMCA), **Sean Pearce** (Director of Finance) and appropriate Officers from the Office of the PCC.

### Mayor and PCC – Merger of Roles

Development of proposals and consultation, working with PCC, MoJ, Home Office and MHCLG.

Production of a clear roadmap for 2018-20 including understanding of legislative plans – working with OPCC, Home Office, MHCLG and WMCA Constituent Authorities – and based on appropriate stakeholder engagement.

Next Steps:

- Develop a clear understanding of how HO wish to engage with WMCA and OPCC through this process.
- Develop proposals covering how the role of PCC will be absorbed into the Mayoral role including appropriate safeguards over operational independence etc.
- Proposals signed off locally.
- Parliamentary process and Order
- Implementation – May 2020

## INDICATIVE TIMELINE OF ACTIVITIES

The timeline below is approximate – but sets our early expectations of how the priorities (and associated actions) set out in the previous pages translate together as a pipeline of work.

Project	Projects already scoped which will be taken forward in Q1 and Q2 of 2018	Projects that require more detailed scoping and set up – to be taken forward within 2018-19	Longer term projects requiring extensive policy development or which may require legislation, Start in 2018/19 completion and recommendations 2019/20
Housing Deal			
Producing the WMs Local Industrial Strategy			
Strategic approach to regulatory delivery			
Supply chain management and business support			
Skills Advisory Panel			
Careers service strategy			
P&S Commission recommendations			
Career Learning Pilot			
Employment Support Framework			
Supporting those returning to the labour market			
Maximising potential of UKC/HS2			
Congestion busting partnership/ transport network management and devolved powers			
Bus services improvement			
Transport technology – link to LIS/Digital			
Air Quality Partnership			
Digital Framework on skills/open data/public service collaboration			
Commitment to a plan for future PRS			
Health and wellbeing pilot projects			
Devolved health powers			
Criminal justice reform			
Transfer of WMFRA to MCA			
Merger of PCC and Mayor roles			
Funding for Growth Programme (range of specific sub-projects)			



## Overview & Scrutiny Committee

<b>Date</b>	26 November 2018
<b>Report title</b>	Industrial Strategy
<b>Portfolio Lead</b>	Councillor Ian Ward - Economic Growth
<b>Accountable Chief Executive</b>	Deborah Cadman, West Midlands Combined Authority email: <a href="mailto:deborah.cadman@wmca.org.uk">deborah.cadman@wmca.org.uk</a> tel: (0121) 214 7200
<b>Accountable Employee</b>	Julia Goldsworthy, Director of Strategy email: <a href="mailto:julia.goldsworthy@wmca.org.uk">julia.goldsworthy@wmca.org.uk</a> tel: (0121) 214 7941

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

**The Overview & Scrutiny Committee is recommended to:**

- (1) Discuss and input into the emerging thinking on a West Midlands Industrial Strategy.

## **1. Purpose**

To fully involve Overview & Scrutiny Committee in the development of the Local Industrial Strategy.

## **2. Background**

The West Midlands has agreed to be a trailblazer and develop the UK's first local Industrial strategy. We are currently consulting on emerging ideas with the aim of agreeing a strategy early in 2019. This is a process of Codesign with Government.

The industrial strategy is not designed as a catch all economic development plan. It does not replace the SEP. Rather it focussed down on the specific economic opportunities ahead and the distinctive strengths of the West Midlands economy that will help us take those opportunities.

It is also an important opportunity to show the challenges we face, how they differ in our towns and cities and the action we are going to take to unlock greater producing and growth for all our residents and communities.

## **3. Financial Implications**

Once finalised the industrial strategy will guide the application of the CAs investment strategy, LEP funding and future post EU funding.

## **4. Legal Implications**

None

## **5. Equalities Implications**

The Industrial Strategy is an important opportunity to improve access to economic opportunities to all our communities, particularly those who may have benefited less from recent growth.

## **6. Inclusive Growth Implications**

As above.

## **7. Geographical Area of Report's Implications**

3 LEP area.

## **8. Other Implications**

None.

## **9. Schedule of Background Papers**

The consultation document for the West Midlands Industrial Strategy.

# West Midlands Industrial Strategy

Consultation document



West Midlands  
Combined Authority

350

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# Introduction

The West Midlands is a global force and a major part of the UK economy, generating £92bn or around 6% of total UK output. We are growing fast. Output is up by 23.5% over the past five years. We have a record number of people in work. The employment rate is increasing faster than the UK as a whole and we have the lowest number of people out of work for ten years.

Our cities, towns and firms have long been centres of innovation and production, generating new ideas, goods and techniques. Building on our history of innovation and productivity, our Local Industrial Strategy sets out the major, global opportunities ahead for the West Midlands:

- The home of the first global industrial revolution is now a global centre of innovation in future mobility, with world competitive and innovative Original Equipment Manufacturers (OEMs) and supply chain firms in automotive, aerospace and rail
- We are a major centre of translational medicine. University and NHS partnerships with businesses power our expertise in using data to drive innovative approaches to healthcare. This work is centred around Queen Elizabeth Hospital Birmingham, one of Europe’s largest
- We have a globally competitive business and professional services cluster, the largest outside London and including the new headquarters of HSBC’s retail arm, providing the full range of services to a global client base

- Our creative sector is internationally recognised, at the heart of pioneering new content production and platforms, including a world-leading gaming and artificial intelligence cluster. Our cultural, tourism and sporting businesses will power the delivery of the 2021 City of Culture and 2022 Commonwealth Games

At the heart of the West Midlands’ success is a partnership between civic and business leaders focused on delivery. In 2016 we came together to agree a Strategic Economic Plan (SEP) that set priorities for investment and ambitious but achievable goals. In 2017, our devolution deal recognised the West Midlands’ opportunity and put in place new powers, funding, and a strategic partnership with central Government.

We are making good progress, with a track record of securing devolution and delivery in transport, skills, housing, trade, inward investment and business growth. The number of people with higher level skills is on the rise and the number of people with no skills is falling faster than the UK average. Last year, output per hour increased by more than double the rate of the UK and the West Midlands was the only region in the country to see growth in both Foreign Direct Investment (FDI) projects and the number of jobs created by inward investment.

We have the youngest, most diverse population outside London, with more than one in five people aged under 16 and 25% under 30. More than 70% of college leavers from the West Midlands return here. And in August 2018 we



Andy Street  
Mayor, West Midlands



Cllr Ian Ward  
Leader of Birmingham City Council  
and WMCA Portfolio Lead for Growth



Jonathan Browning  
Chair, Strategic Economic Development  
Board and Coventry and Warwickshire LEP

secured a £50m investment to underpin the rollout of 5G connectivity. This is an economy in renaissance, looking confidently to the future based on our long-standing tradition of innovation and adaptation.

But we also know that entrenched inequalities and productivity challenges remain. Both Gross Value Added (GVA) per head and per hour are still lower than the UK overall and recent growth has been concentrated in certain parts of the region. We have communities that are left behind and unable to access the jobs and opportunities that growth brings. Indicators including healthy life expectancy and child obesity show that too many people do not yet enjoy the life chances they deserve. Air quality is still unacceptably low in some parts of the region.

Our overall vision is to drive economic growth in a way that enables a healthier, happier, better connected and more prosperous population.

Technology is continuing to change how people live and work and how businesses operate. Firms, entrepreneurs and social enterprises of all kinds are forming new trading and supply chain partnerships nationally and globally. The Brexit negotiations will lead to changes in our regulatory, funding and trading environment that are not yet clear. And population growth is driving demand for new homes and infrastructure. All these provide new opportunities alongside the need for change. Successful economies of the future will be those that enable the creativity, innovation and energy of all their communities.

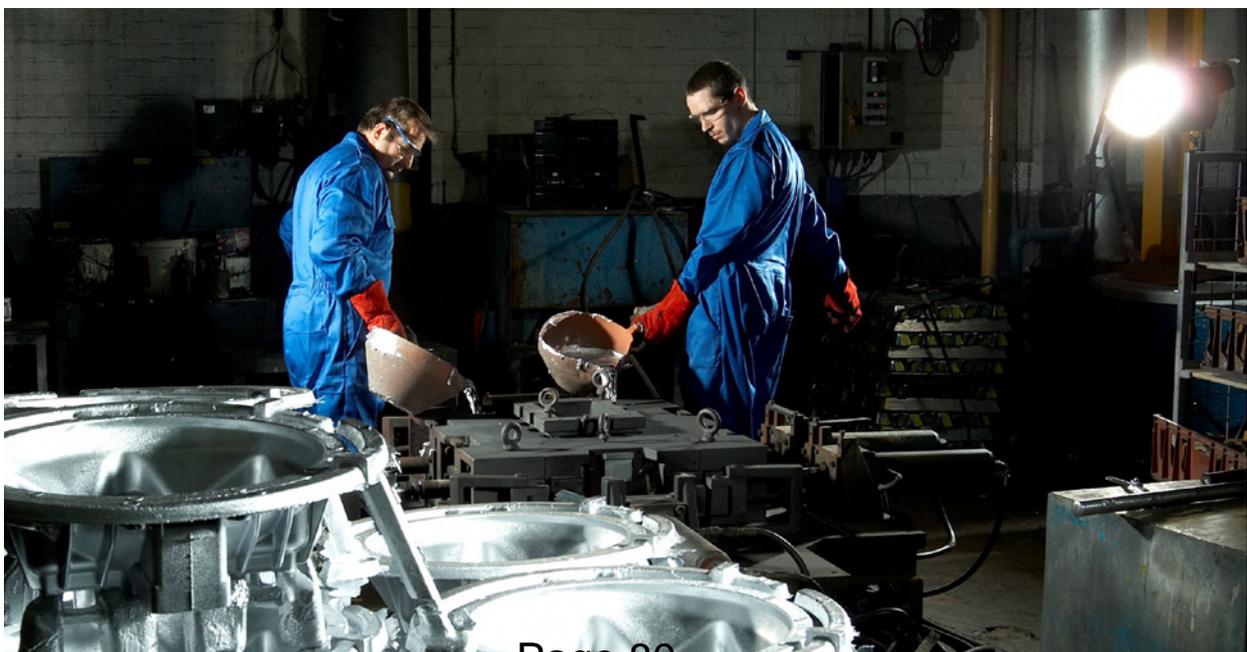
That is why we have come together to review progress and agree the commitments and actions needed now to ensure that growth continues and enables all our businesses and communities to benefit.

Over the past few months, businesses, colleges, universities, councils and voluntary and representative groups have been working to identify how we best meet our potential. Alongside a detailed analysis of our economy and business base, independent commissions have developed evidence and recommendations on diversity in leadership, skills and productivity, land use and mental health.

A successful Industrial Strategy must be uniquely of the West Midlands, based on our existing and emerging strengths. It must focus on unlocking the potential that exists in our businesses and people, driving productivity and growth, but in a way that enables more people to feel the benefits. It must build on existing plans for new investment in transport, skills and housing, and maximise the impact of major opportunities such as HS2, the Commonwealth Games and City of Culture.

Over the coming weeks, we want to get your views on these commitments and actions, whether through the range of planned events, discussions or sending us your responses to the questions in this document.

You can read more about the work, detailed evidence and how to get involved at [<https://www.wmca.org.uk/what-we-do/industrial-strategy>].



# Executive Summary

The West Midlands is a global force and a major part of the UK economy, generating £92bn or around 6% of total UK output. We are growing fast. Output is up by 23.5% over the past five years and we have a record number of people in work. This is a resilient economy in renaissance.

Our cities and towns have long been centres of innovation and production, generating new ideas, goods and techniques. The home of the first global industrial revolution is now the location of globally competitive and innovative clusters and supply chains in automotive and mobility, life sciences, creative and gaming and business and professional services. The West Midlands is a renowned centre of mobility innovation, leading the way globally in electric and autonomous vehicles of all kinds, digital and light rail and the use of data that underpins integrated transport systems.

We are consulting now as part of developing our West Midlands Industrial Strategy that will guide our investment and action in the years ahead. We have made substantial progress on the goals we set in 2016, but there is more to do so our businesses and people can meet their full potential. We have a track record of delivery and a very substantial opportunity through significant planned investment in the years ahead.

We have developed a robust evidence base through independent studies and commissions. Our evidence base covers the drivers of our economy with a detailed understanding of our businesses, sectors and supply chains.

Our overall vision is to drive economic growth in a way that enables a healthier, happier, better connected and more prosperous population. We are determined to drive growth that is inclusive, opening up opportunities and improved health and wellbeing for all our communities.

We are proposing ten commitments which will guide the work of public, private and voluntary partners:

1. High employment, with more good jobs and accessible opportunities, and diverse leadership in business and public life
2. A high quality and responsive regional skills system
3. Being known for the improvements we make to our natural environment, and a choice of high-quality housing
4. A pre-eminent national creative & media cluster
5. Being the home of future mobility and transport innovation in the UK
6. Three globally and nationally-connected cities, where every part of the West Midlands is close to the rest of the world
7. The UK's leading exporting region with strong demand-led innovation support – where businesses and people come to develop and build new products, processes and services
8. The UK centre for health diagnostics, devices and testing and translational medicine, based on our unique population and driven by big data and Artificial Intelligence (AI)

9. A globally renowned 21st century advanced manufacturing and engineering centre
10. Innovative and successful new approaches to energy generation, storage and transmission and clean growth

We have set out the detailed actions needed to deliver these commitments, through improving connectivity and opportunity, supporting supply chains and building on our competitive advantages.

Many of these commitments and the actions in this strategy are already underway and build on existing investment, devolution agreements and agreed priorities. Others are further in the future. A successful Industrial Strategy will be uniquely of the West Midlands, building on our existing and emerging strengths to unlock potential and maximise the impact of major opportunities such as HS2, the Commonwealth Games and City of Culture.

This strategy is focussed on the area covered by the Greater Birmingham and Solihull, Coventry and Warwickshire and Black Country Local Enterprise Partnerships. But as well as global and national markets our economy is deeply connected to neighbouring places, including the M54 growth corridor and the wider Midlands Engine, for example. We will continue to work closely with all constituent and non-constituent members of the West Midlands Combined Authority (WMCA) and other partners over the upcoming months and years.

This informal consultation phase runs until 15 November 2018. Please respond to the questions in this document or get involved through one of the many events that partners are running in the weeks ahead.



# Creating our Industrial Strategy

This is the consultation document for the West Midlands Local Industrial Strategy. Our Industrial Strategy will not seek to describe all the activity that we and partners undertake. It will focus, rightly, on what public and private sector partners need to do to support inclusive growth and productivity gains in the years ahead. This consultation document and the ideas in it have been developed by the three LEPs and Combined Authority working together with our Local Authorities, universities, colleges, business sectors, representative groups and independent academics, voluntary, community and stakeholder groups.

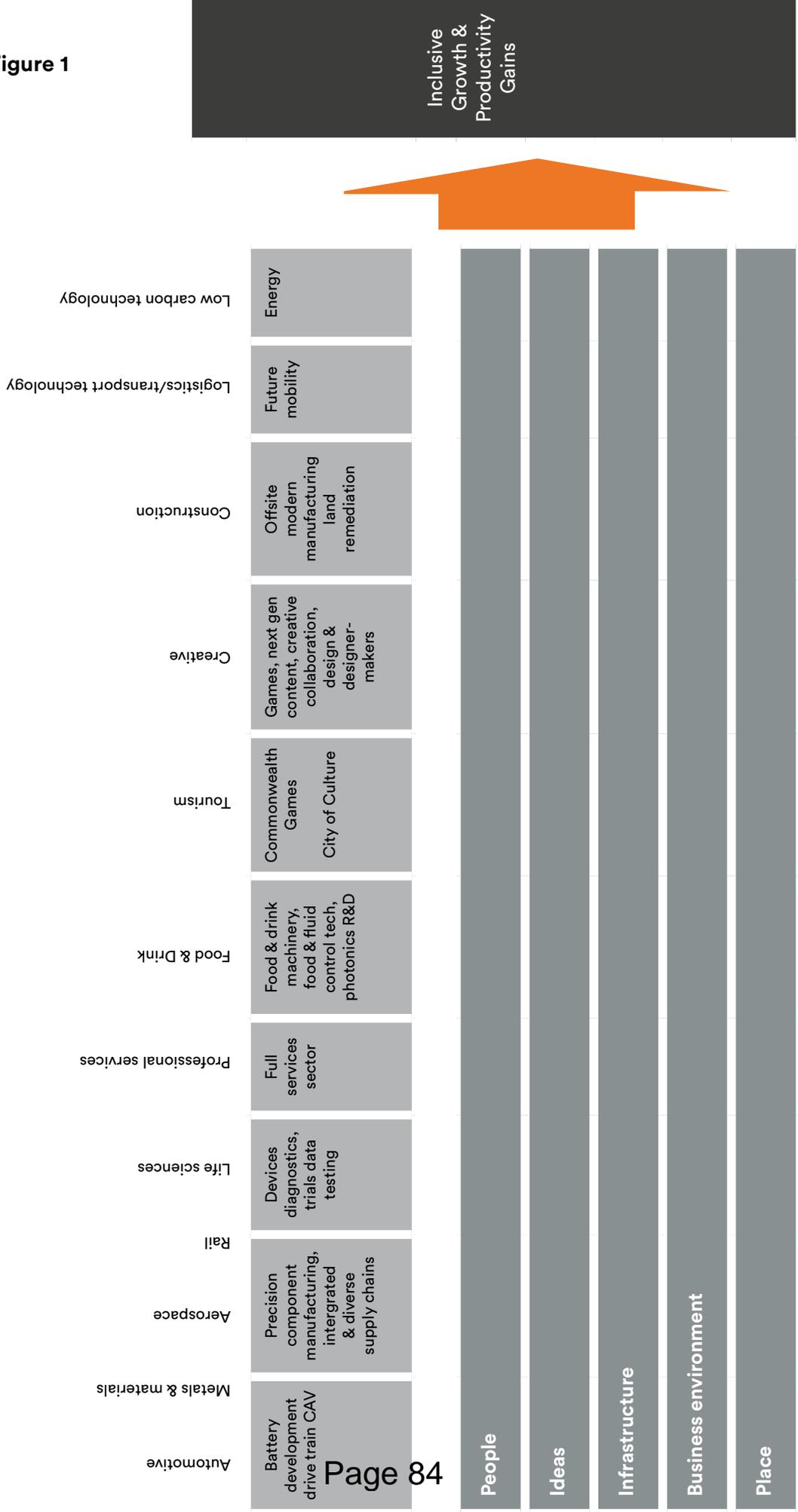
This consultation document:

- Briefly summarises the evidence base, with more detail available on the website. It sets out our strengths and the opportunities and challenges we face
- Reaffirms our overall vision
- Proposes ten commitments
- Sets out the actions needed to deliver them, grouped by three major themes:
  - Building on our competitive advantages
  - Improving connectivity and opportunity
  - Supporting supply chains
- Sets out the approach we are developing to ensure that growth is inclusive
- Shows how the West Midlands will make a leading contribution to the Grand Challenges which Government has defined for the UK economy

The actions we are proposing address the foundations of productivity (the horizontals in Figure 1) and, importantly, are targeted through a detailed understanding of our sectors (the verticals on Figure 1).

Not all of these are new. Our Industrial Strategy will build on the 2016 Strategic Economic Plan and integrate existing and agreed priorities such as skills, transport and housing, using devolution to make different kinds of investment work together. Figure 2 shows some of the different elements of funding and delivery in the West Midlands.

Figure 1



Most importantly this is not a strategy that will just be delivered or funded by the public sector. Businesses, large and small, and the people that work in them, create growth, prosperity and productivity in the West Midlands. Businesses and LEPs have led early work to create sector action plans for future success. Emerging actions from these are reflected in this consultation and will be developed further in the months ahead.

Figure 2



We have also worked with voluntary and community organisations and public services. This consultation sets out our thinking on how we can work together to make growth inclusive, ensuring that all of our communities benefit. The WMCA Inclusive Growth Unit will develop this approach with partners.

The core of this strategy covers the three LEP area at the heart of the West Midlands region. But it also recognises that economies and businesses operate across geographical boundaries and the significant commuting and supply chains which link our non-constituent members. We have worked widely across the three LEP area to create this strategy and we will continue to do so.

We also set out ideas about how the West

Midlands can use its existing and future strengths to address the Grand Challenges and missions that Government has set for the UK.

Building on the extensive collaborative and codesign process to develop the work to this point, we now want to hear your views in response to the questions set out in this document. This will be a strategy by the region, for the region. We look forward to continuing to work with you to create it.

# A Global Economy

## High recent growth

The West Midlands is a £92bn economy that has grown by 23.5% in the last five years. Over the last 12 months, productivity growth was twice the UK's rate. Our region provides a record two million jobs across a diverse range of sectors, including major multinationals and large numbers of small and medium-sized enterprises (SMEs), many in major global supply chains.

Our cities, towns and rural areas are well positioned for the future. We are a region built on social and commercial connections and on collaboration. More than 90% of the UK's market is within a four-hour drive and when HS2 arrives into UK Central and Birmingham Curzon Street, with journey times of just 38 minutes to London, it will bring the capital closer to the West Midlands than it is to Cambridge. The West Midlands will also be the site of the UK's first 5G rollout. The potential to utilise early adoption of this technology across our industries and services is immense and the West Midlands will trial implementation and application to communities and industry for the UK.

Investor sentiment is strong and the West Midlands is recognised as an excellent place to do business. We are the fastest-growing UK region for goods exports and had the greatest number of new jobs from FDI projects outside London last year. Since 2011, the number of FDI projects has tripled.

## Significant future investment

Over the next decade the West Midlands will see a significant programme of investment – as we continue to build a connected, inclusive and innovative economy, integrating private and public capital:

- More than £50m to create the UK's first multi-city 5G test bed across Birmingham, Wolverhampton and Coventry
- Commonwealth Games 2022 – Athletes Village, investments to Alexander Stadium and facilities across the region like the Olympic swimming pool in Sandwell
- City of Culture 2021 – unlocking investments and productivity improvements in arts, culture, visitor economy and a Year of Wellbeing in Coventry and the wider area
- Nine new suburban rail stations and over 31km of new track will provide 20,000 new seats
- 215,000 new homes by 2031, providing high quality places to live, with real choice
- £69m to support development of new skills – provided in ways that meet the needs of how people live and work
- HS2 –with a £4.4bn HS2 Growth Strategy, including the Curzon Masterplan and 20 transport schemes to fully connect HS2 stations to local transport networks and communities
- A new Metro system, including East-West Metro with extensions to Dudley/Brierley Hill and through East Birmingham to North Solihull and the HS2 Interchange station
- £10bn opportunities in identified investor-ready sites

## Long-standing productivity challenges

The West Midlands' opportunity and challenge is leveraging this investment in such a way that it supports real productivity gains. Low productivity growth is not unique to the West Midlands and the Government recognises this as a UK-wide challenge. Significant challenges remain. But over the past two years we have worked tirelessly to understand the productivity puzzle here.

- GVA per head is £4,178 lower than the UK average
- Total average annual earnings are 4.1% lower in the West Midlands than the UK average and a lower proportion of people earn above the living wage
- Performing to our full potential, our economy would be £16.9bn bigger, an overall output gap between the West Midlands and the UK has been increasing. This £16.9bn output gap is caused by:

£3.2bn	Insufficient skills levels
£6.8bn	Fewer residents in employment
£6.9bn	Weaker performance in competition, investment, enterprise and innovation

The West Midlands exceeds the UK average for business births. Analysis indicates that the structure of the West Midlands business base has huge potential, higher than the UK average. But regional firm productivity is below average. This suggests that problems of firm level productivity are more central to the productivity challenge than elsewhere in the UK. But the situation is not static. The digital interconnection of people, machines and devices brought about by Industry 4.0 changes production processes along the entire industrial value-added process. So understanding the evolving impact of the different foundations of productivity in the West Midlands is key.



## People, skills and employment

The West Midlands has a young and diverse population, brimming with potential and opportunity. There are 1.3 million people under 25 in the region (25% of the population), the youngest region in the country outside London. 71% of the region's 52,000 graduates from eight West Midlands universities stay on to work here. The employment rate is increasing faster than the UK as a whole and we have the lowest number of people out of work for ten years.

### Communities that miss out

We have record levels of employment. But our social mobility, wage growth and access to opportunities lag behind overall growth and vary widely across the West Midlands. We have concentrations of low employment and high levels of unemployment and deprivation. Too many of our communities don't enjoy the access to jobs, skills and support for enterprise that they should, and face entrenched structural issues creating a confluence of poor economic, social and health outcomes. Around 50% of five-year-old children in the West Midlands do not achieve a good level of development compared to 34% nationally. Nearly a third of children in the region grow up in poverty and by Year 6 almost a quarter are obese. Healthy life expectancy is lower than the UK average. Black and minority ethnic (BAME) employment rates are 15% lower than for white groups. There are similar disparities for those with disabilities and low/no qualifications.

The West Midlands as a whole also performs below the national average on GCSE attainment, adult attainment, employment and unemployment. 86,036 people need to be upskilled to close the skills gap. On basic skills, 11.4% of the WMCA area had no qualifications in 2017 compared to 8% nationally, and there is a 'missing middle' of technical skills at Levels 3 and 4. Reflecting a UK-wide trend, the numbers of people starting apprenticeships has fallen across the country, but the largest falls are seen here. Things are improving, but from a lower base - since 2012, numbers of people with higher level skills increased by 113,000, faster than the national average and the number of people with no qualifications is falling faster than the UK average.

## Skills Factory

The Black Country Skills Factory is an employer-led education and training collaboration which aims to address the shortfall of skills in the Black Country and increase the pipeline of suitably skilled staff to respond to growth. It has been a highly successful project in addressing skills shortages in the advanced manufacturing sector.

The aspiration is to fundamentally shift the relationship between employers and education providers to develop a networked approach to

skills delivery that is needs-driven by industry demand for skills whilst also meeting general “best practice” standards.

Training and education courses are co-developed and co-delivered using shared facilities and industry trainers. This results in the provision of “bite-sized” skills training courses which fit the current and future needs of highly technical industries.

## Elite Centre for Manufacturing Skills (ECMS)

Funded through the Black Country Growth Deal, the flagship £12.4m Elite Centre for Manufacturing Skills (ECMS) functions as an employer-led training facility, designed to improve productivity and growth in advanced manufacturing through demand-led training provision. The Black Country LEP has been instrumental in ensuring the project delivers training that does not currently exist in the Black Country.

The ECMS follows a ‘hub and spoke’ model with equipment and facilities being installed across four sites in the Black Country.

The Hub will be an 800 sq m regeneration of an historic but derelict building at the University of Wolverhampton’s new Springfield Brewery site, with additional ‘spokes’ in foundry and patternmaking (Dudley Port), toolmaking (West Bromwich), and metal joining and advanced machining (Dudley) in other parts of the Black Country.

Skills provided by the ECMS partnership underpin manufacturing performance, productivity and growth and were identified as current barriers to business growth by the Black Country Skills Factory. The training is delivered through both apprenticeships and short courses, for example at Dudley Advance, Dudley College’s Centre for Advanced Manufacturing and Engineering Technology.

## **Manufacturing Technology College (MTC) Advanced Manufacturing Apprenticeship Centre**

A £36m Advanced Manufacturing Training Centre (AMTC) has been developed at MTC in Ansty Park, Warwickshire to provide a flagship facility for advanced apprenticeship programmes. Having been named as one of the UK's top 100 apprentice employers, courses here are setting the standard as the future of advanced manufacturing apprenticeships.

Apprentices learn the latest technology in areas such as intelligent automation, additive layer manufacture, robotics, metrology, mechatronics, additive layer manufacture, computer aided design (CAD) and computer aided machining (CAM). Apprentices will be able to test and develop their skills in sponsored placements, including the opportunity to undertake international assignments with MTC members and supporters.

## Ideas and innovation

This is an innovation economy built on the development and commercialisation of new ideas, processes and products. The 2017 Science and Innovation Audit (SIA) shows that we have a sophisticated and thriving innovation ecosystem, with a diverse mix of research and applied universities all with commercially engaged academics, science parks, incubators and accelerators (the largest concentration of accelerators in the country, including London).

Innovation in industry, academia and research is focused in advanced manufacturing and engineering, digital technologies and data and systems integration. We have particular innovation strengths across the whole West Midlands in next generation transport systems.

But we also have clear opportunities to strengthen business innovation across the geography. Despite a long history of business innovation, West Midlands business has the potential for stronger levels of both new to firm and new to market innovation. We know too that process innovation levels are lower than product innovation – this is an important challenge to address in an economy with major supply chain firms in automotive, rail and aerospace and with specialisms in materials and metals. And there are important sub-regional variations.



## STEAMhouse

STEAMhouse is a co-working space for businesses, artists and academics designed to enable small companies and artists to work together on new projects and business ideas. There are facilities such as 3D printers, laser cutting machinery, virtual reality and printing studios.

STEAMhouse will drive innovation and research to create business solutions that fuel long-term economic growth through a combination of industry-led workshops, access to product development facilities, partnership working and SME grant-making. The first phase of STEAMhouse launched in Spring 2018 and will engage with at least 200 SMEs in the Greater Birmingham Solihull Local Enterprise Partnership (GBSLEP) area over a three-year period.

## Warwick Manufacturing Group (WMG)

WMG is one of the world's leading research and innovation groups. Since its inception in 1980, WMG's mission has been to improve the competitiveness of organisations through the application of value adding innovation, new technologies and skills deployment, bringing academic rigour to industrial and organisational practice.

WMG is a pioneer of innovative technology, leading major multi-partner projects to create and develop new products and processes that can be adopted by organisations.

The new National Automotive Innovation Centre is the largest of its kind in Europe and the product of partnership with Jaguar Land Rover and Tata Motors. The centre will focus on automotive research, combining expertise

from industry, university academics and supply chain companies. It is intended to support advances in technology to reduce dependency on fossil fuels and vehicle emissions whilst also developing the talent required for the demands of emerging technology. This is in addition to the existing facilities:

- Energy Innovation Centre
- Centre for Imaging, Metrology and Additive Technologies
- Automotive Composites Research Centre
- Advanced Steels Research Centre
- Make-Like-Production Facility
- Cyber Security Centre
- International Institute for Nanocomposites Manufacturing
- Institute of Digital HealthCare
- International Manufacturing Centre
- International Digital Laboratory
- International Institute for Product and Service Innovation
- WMG Academy

## Infrastructure

We are a well-connected region. More than 90% of the UK's population live no more than a four-hour drive away. The region is served by one of the UK's fastest growing airports, carrying 13 million passengers a year on 50 airlines to 143 destinations. Birmingham International recently announced direct flights between Birmingham and Amritsar in India. This is a UK first.

But there is an overreliance on the road network compared to other modes of transport, which results in poor air quality and costly congestion. Only 41% of residents are able to access three or more centres by public transport within 45 minutes in the peak morning traffic. And there is still a significant variation in superfast broadband, full fibre and gigabit capable broadband coverage.

Changes in affordability and a lack of social housing risks holding back growth and impacting our communities. Housing costs are increasing faster than local salaries. Most WMCA areas are in the top fifth of house price increases nationally. The WMCA median increase is 6%, more than double the national average. This has been exacerbated by a lack of supply, quality, choice and mix of affordable and social housing - typically only 10% affordable housing is being delivered as part of city and town centre housing schemes. The rate of housing completions in the region is rising. With population set to increase by over 400,000 by 2038, we are committed to ensuring housing meets the full spectrum of housing need.



## HS2 growth strategy

The WMCA will leverage the benefits delivered by HS2 to drive local growth on a nationally significant scale, through packages of interventions to drive job creation, productivity and generate net national growth.

The two HS2 stations and Birmingham Airport, with its huge potential and ability to open access to key international markets, will drive new areas for regeneration, housing and business growth across the Midlands. The major investment in region wide connectivity is ultimately capable of delivering:

- 104,000 created and safeguarded jobs – 10% jobs created for local residents who are currently unemployed
- Increase the number of people qualified to NVQ Level 4 or equivalent to the national average of 36%
- 2,000 apprenticeships
- 700 businesses supported to take advantage of the opportunities
- £14bn additional economic output
- 2m of the region's population connected to HS2 by public transport

## 5G applications

The West Midlands will be the first place in the country to trial new 5G applications and services at scale. This multi-million-pound trial of new high-speed connectivity will pave the way for a 5G rollout across the UK. The application to industry will be initiated in areas of distinctive strength, particularly health, construction and automotive sectors, benefiting people's lives through participation in new digital tech and transformed public services. Example uses include -

- Hospital outpatient appointments and emergency consultations carried out remotely by video link not subject to droppage or latency barriers. As well as being more convenient for patients, this means they can play back their appointment at a later date or share it securely with a family member or carer to help inform their care
- "Connected Ambulances" - Paramedic crews at an incident could access specialist advice while they are at the scene, e.g. video conferencing with consultants or other clinical specialists. Live streaming of patient data from ambulance en route to hospital would help inform the immediate care patients receive on arrival
- Live streaming of CCTV footage from public transport buses, enabling immediate action against anti-social behaviour. "Intelligent cameras" using artificial intelligence (AI) to identify incidents could provide the opportunity for far greater coverage than is possible at present

## Business environment

GVA per employee varies significantly across sectors in the WMCA, with an overall figure of £42,897. This average is below the national average of £49,541. A total of six sectors have an above-WMCA average GVA per employee, including Business Professional and Financial Services (£64,194), Advanced Manufacturing and Engineering (£48,728), and Construction (£45,161). Meanwhile, four sectors, including Retail (£31,952) and the Public Sector (£33,614), have below average productivity.

The West Midlands is the fastest growing UK region for goods exports, 27% growth between 2015/17. Outside London and the South East, we export the most by value, over £33bn in 2017. Between 2011/18, 775 Foreign Direct Investment (FDI) projects have created nearly 46,000 new jobs and the number of projects per annum has more than doubled. But there is uneven distribution of inward investment jobs – most go to the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) area (71%). One quarter are created in Coventry and Warwickshire LEP (CWLEP), but only 5% in Black Country LEP (BCLEP).

## Mayor's Mentors

Despite considerable economic success in recent years, a dynamic and thriving business community and wealth and opportunity, not everyone has been able to benefit from this success. Mayor's Mentors is a new initiative launched by Andy Street, Mayor of the West Midlands, to help provide young people the life skills and advice they need to flourish.

The scheme works by matching mentors to young people who may be at the very start of their career, looking to retrain and move into new work. They will typically meet a young person, either face to face or virtually for up to a year, to discuss the young person's studies, ambitions and career opportunities. WMCA is working with a number of organisations offering mentoring in the region to significantly expand the scale, reach and impact of mentoring for young people.

# Sectors

The West Midlands manufacturing heritage has transformed into a globally significant advanced manufacturing sector. The West Midlands contains a critical mass of globally competitive businesses, and high-technology and technically specialist small and medium sized firms, operating within and across a range of transport-related industries.

**Automotive.** The West Midlands produces one third of the nearly two million vehicles manufactured in the UK and one fifth of the UK's motor vehicle parts and accessories businesses are located here. The region has 35 automotive OEM brands, major R&D and headquarters operations and over 20 vehicle manufacturing sites. The cluster has attracted and retained global brands Jaguar Land Rover, Aston Martin Lagonda and BMW (engine manufacture), Geeley London Electric Vehicle Company and smaller, niche manufacturers.

The sector employs 46,000 people, generating £3.2bn GVA and is supported by an integrated network of tier 1, 2 and 3 component and engineering suppliers. Both CWLEP and GBSLEP areas employ more people in the sector than any other in the country. The Black Country is home to a deep and diverse network of tier 1, 2, 3 component and engineering suppliers that extends out across the region.

There are significant existing strengths and innovative capacity in **Powertrain and battery propulsion, Connected & Autonomous Vehicles and Prototyping and product development.**

Some 70 West Midlands firms make up around 10% of the UK **aerospace** industry. Clusters exist in the engine supply chain around Rolls-Royce and electro-mechanical systems, like UTC Aerospace Systems and Moog. Focused on civil aircraft, West Midlands products and services contribute to the latest passenger planes made by Airbus, Boeing and BAE Systems.

**Rail.** The West Midlands has a significant rail supply chain, particularly in activities at the higher end of rail design and engineering, and companies supplying rail as well as automotive.

The sector is underpinned by academic excellence and private sector leadership through Birmingham Centre for Railway Research and Education which specialises in digital train technology and Quinton Rail Technology Centre as the UK's leading facility for rail testing, trialling and product development. Major planned investments including HS2, Midland Metro Extension and projects in Control Period 6 present significant opportunities for growth and applying innovation locally.

Key in underpinning these transport related industries are the cluster of foundation industries within **metals and materials**. This historic presence and current and future expertise for advanced manufacturing plays an important role in the regional economy, contributing 75,000 jobs and £4bn GVA.

Similarly, the region's distinctive **low carbon** expertise makes the West Midlands an attractive market for commercialising new energy and transport system technologies in the UK. This sector is the most productive sector in the West Midlands, with GVA per employee that outstrips the national average.

The advanced manufacturing economy also underpins a **food and drink** sector which has seen the greatest long-term growth in food and drink manufacturing of all UK regions.

Meanwhile a thriving **business, professional and financial services** is the region's largest GVA contributor and employer with the UK's largest regional full-service banking and professional services cluster, serving a global client base. The cluster is supported by world class business schools, including Aston, Birmingham and Warwick, resulting in more business students than any location outside London.

New technologies and world class assets support a high value **medical technology and life sciences cluster**. There are particular strengths in R&D, design and production of high-tech medical devices (firms like Salts Healthcare and Kimal), diagnostics including in-vitro (The Binding Site, Serascience, Perspectum) and software as a medical device (Safe Patient Systems, Evolyst). The region's strengths in med-tech include the application of AI, digital and data analytics, with the West Midlands as an important location for clinical trials. The region's NHS Trusts and universities attract large numbers of trials from global industry to an international centre of expertise in accelerated trials models and a track record in health data collection.

Industrial know-how in advanced manufacturing is strongly related to major construction activity and expected spending of £3.8bn per year for the next five years in transport and housing investment. This is the third largest sector in the West Midlands with companies across the supply chain operating locally.

Ahead of landmark events like City of Culture 2021 and Commonwealth Games 2022, the tourism sector will be primed to capitalise on its host status, with the opportunity to increase the length of the season and business tourism levels to drive economic growth and leave lasting community legacies.

Already, the West Midlands is the UK's fastest growing region for international visitors – attracting a record 2.3 million overseas visits in 2017, up by nearly 50% over the last six years. Business, conference and exhibition tourism is a particular strength. The Shakespeare's England area, which includes Stratford, is one of the UK's largest cultural tourism draws, with around 9.3 million people visiting every year.

Our **creative** sector continues to grow, including important maker clusters and a globally significant concentration of gaming and innovative and immersive content and high-end production, centered on screen media including film, TV and virtual reality (VR) and augmented reality (AR).

By focusing on identifying the specific dynamics of our industries, we can ensure that our collective effort across public and private partners supports our people and businesses to take advantage of the opportunities ahead, including through having the techniques and skills required.



# Consultation questions

Have we identified the right strengths and competitive advantages in our sectors?

Are the challenges and opportunities facing our economy accurately articulated?





# Commitments

We have agreed ten ambitious but deliverable commitments. These show the kind of West Midlands we will achieve, by working together on connectivity and access to opportunities, on supporting successful supply chains and building on our distinctive competitive advantages.

Our commitments are grounded in what the evidence shows about our strengths and the opportunities these unlock. These build on the 2016 Strategic Economic Plan priorities, reflecting our changing national and global economy and recent progress. Each commitment is followed by a short explanatory note.

1. **High employment, with more good jobs and accessible opportunities, and diverse leadership in business and public life.** Where wage growth has been driven by value chain progression and productivity gains, including through improved health and wellbeing and with more home-grown high growth businesses and a partnership that reflects our population
2. **A high quality and responsive regional skills system.** Recognised by individuals and businesses as providing the opportunities, pathways, skills and retraining needed to take advantage of future growth and a changing world
3. **Renowned for the improvements we make to our natural environment, and a choice of high-quality housing.** Celebrating and protecting the high-quality natural environment, public spaces and bio diversity that makes us a great place to succeed
4. **A pre-eminent national creative & media cluster** anchored by institutions and world class facilities and networks driving innovation and collaborative approaches to Intellectual Property and business growth
5. **Being the home of mobility and transport innovation in the UK,** the national centre for electric motor and battery manufacture for the full range of electric vehicles, supported by supply chain adaption, and the highest electric vehicle adoption and Connected and Autonomous Vehicles use anywhere in the UK
6. **Three globally and nationally connected cities. Where every part of the West Midlands is close to the rest of the world** – via air, road and rail at UK Central’s international gateway and with the best ultrafast and 5G networks in the country
7. **The UK’s leading exporting region and strong demand-led innovation support – where businesses and people come to develop and build new products, processes and services.** Supported by the business, academic and public partnerships needed to drive new ways of doing things and new products. With significant growth in the number of SMEs exporting to new markets
8. **The UK centre for health diagnostics, devices and testing and translational medicine, based on our unique population and driven by big data and AI.** A global Life Science cluster complementing and working in partnership with the golden triangle and the cluster centred around Euston just 38 minutes away
9. **A globally renowned 21st century advanced manufacturing and engineering centre,** home to OEMs, new Tier 1 companies, and extensive highly productive and technology driven supply chains in the biggest concentration of high value manufacturing businesses in Europe, supplying automotive, aerospace, rail and marine, with high quality components and materials
10. **Innovation and successful new approaches to energy generation, storage and transmission** integrated with our transport system and major employment sites

# Consultation questions

Are these the right ten strategic commitments?

Do they reflect the momentum which is underway and the opportunities ahead?



# Inclusive Growth

As the economy section above shows we have long term issues. But devolution, combined with an economy in renaissance, gives us a unique opportunity to make inclusive growth happen here, now. The commitments at the heart of this strategy set out what we believe a more inclusive West Midlands can be.

We want to ensure that all our residents and communities can touch, taste and feel the benefits of rising prosperity. And we know that we will be most successful if we benefit from the creativity, talent and ideas in all our communities. Our opportunity is to use our Industrial Strategy and the potential of a young and growing population to act boldly where we have the levers to do so.

Our strong local partnership, together with the new powers and influence of the Mayoral Combined Authority, gives us the chance to drive progress over the long term, make the case to Government and make things change.

**We will do this through focussing on specific challenges and specific cohorts.**

**Taking a place-based approach - integrating investment in specific sites and growth corridors** bringing together transport, housing, skills, Public Service Reform and wellbeing investment to drive long-term change.

**Address wider determinants of Wellbeing -** Coventry and Warwickshire will run a Year of Wellbeing in 2019 driven by the European City of Sport and develop wellbeing & productivity Sustainability and Transformation Plan work with Clinical Commissioning Groups.

**Focused on bespoke solutions for individuals, for example through the ‘Thrive into Work’ programme** – a new employment support service for people with a mental health and/or physical health condition in primary and community care.

**Targeted action to reduce youth unemployment** – a fresh new approach to working with young people through the Transition to Work scheme to create a sustainable pipeline of young talent in the region.

**Help workers to move up the value chain and access more employment opportunities through in work progression** – increase the support available to people to access in-work progression opportunities, particularly for employers and residents working in tourism, retail and other historically lower paying sectors, where technological change will open up new, higher skilled roles. This will require focus through business support and skills provision.

**Ensure that skills and employability support for residents are aligned with business support** and that it is designed in a flexible manner that can address evolving needs of employers.

**Use our role as the public sector to deliver ‘anchor’ commitments** – through procurement and our social value commitment minimise barriers to bidding for SMEs and new entrants. Lead by example to promote diversity by implementing the Leadership Commission’s recommendations of organisational culture change policies and policies to support individuals in the WMCA and wider public sector.

**Nurture children & young people as our social capital of the future** - developing new ways of tackling social problems that have become entrenched in the region and which block the potential of so many of our communities.

**Expand radical prevention programmes** - includes work with NHS such as the MCP model in Dudley or Wolverhampton’s health integration.

**Embrace the role of social enterprise** – to diversify the types of economic activity available to create opportunities and improve wellbeing and productivity for people and communities.

## Black Country City Deal Working Together pilot

City Deal 'Working Together' is a pilot project which aims to increase the employability of 2,800 long-term unemployed and economically inactive Black Country social housing tenants and move 900 people into work over a three-year delivery period. The project is a holistic "Journey to Work" programme which pulls together the key partner organisations and delivers tangible results for employers, employees, housing providers as well as delivering on the wider growth, Welfare to

Work and the Government's deficit reduction agendas.

Led by Accord Group, the delivery of the project is based on individualised need and the provision of support to address identified barriers to employment. 'Working Together' operates within specific geographical areas across Black Country local authorities, highlighting the appetite to drive inclusive growth in the region.

## Inclusive Economy Partnership - Transition to Work

The 'Transition to Work' West Midlands Pilot aims to take a data driven, systems based, youth-led open innovation approach to reduce youth unemployment in local communities and support young people into work. It is designed to better reach young people who are currently not in education, employment or training by breaking down the silos that exist between organisations and taking an integrated approach defined by young people.

The pilot is part of the Inclusive Economy Partnership, bringing together business, civil society and government to help address major societal challenges facing those on low to middle incomes.

The pilot has a number of partners including Accenture, Movement to Work, UnLtd, O2, Youth Employment UK, Big Lottery Fund, Prince's Trust, Department of Workforce and Pension and West Midlands Combined Authority with support from the Cabinet Office and the Department of Culture, Media & Sport.



# Actions

The evidence, which is summarised in the previous sections, gives us a detailed understanding of both our business sectors and the foundations of productivity which Government identified in the national Industrial Strategy.

Partners have worked together to identify clear actions which will deliver our commitments and drive progress on the foundations of productivity. They are rooted in what we know about our existing strengths and future opportunities. We have grouped our actions under three themes. Improving connectivity, driving opportunities in supply and value chains and building on our competitive advantages.

## Building on our competitive advantages

All our sectors make an important contribution. The evidence shows that the West Midlands has particularly distinctive strengths and opportunities in four major fields:

- Mobility and transport innovation, as the home of electric vehicles, connected and autonomous vehicles and battery manufacture in the UK, supported by a dense and diverse network of supply chains
- Health care diagnostics, devices and testing, driven by data and AI
- Global professional services, driven by the largest full-service cluster outside London
- A globally-significant creative sector, with particular strengths in new content platforms, software and gaming

These existing and emerging strengths will enable the West Midlands to make a significant contribution to the major opportunities and challenges facing the UK, whilst driving growth across our cities, towns and rural communities.



## Smart urban mobility - lead the smart, low carbon movement of people and goods

The West Midlands is the recognised centre of transport innovation in the UK. We have global research and business strengths in digital rail, the largest Connected Autonomous Vehicle (CAV) testbed 'Midlands Future Mobility' [<https://midlandsfuturemobility.co.uk>] and the leading specialist CAV vehicle manufacturers of Westfield and RDM. New facilities like the UK Battery Industrialisation Centre and the Advanced Propulsion Centre will add to the existing expertise.

We are also undergoing huge transport investment, building an integrated, multi modal system linked to HS2. The combination of the two gives us the platform for testing and developing UK and global solutions for the future of mobility. We know that resilience and integration in transport systems are critical to drive productivity, improve accessibility and air quality.

### Headline actions include:

- Developing capabilities to use large volumes of near to real-time data sourced from intelligent roads and vehicles plus spatial and environmental data to manage new transport systems operating on a complex network. These will be developed alongside proposals for a new national open data institute specialising in CAV data
- Run a Challenge Fund call to look at digital services to support productive travel
- Run a demonstrator at the 2022 Commonwealth Games using visitor travel information to showcase new regional approaches to mobility across all modes of transport, including autonomous services
- Establish data and mobility technology scholarships for the analysis of mobility data and application of disruptive technology into the manufacturing supply chain and logistics
- Engage with UK government to develop a new West Midlands Future Mobility Zone to pilot and prove out the future transformation of UK smart mobility
- Working with the private sector to rapidly accelerate the delivery of electric vehicle charging infrastructure

## Life Sciences – using data to improve health and wellbeing

We are a centre of translational medicine, one of the few locations that can provide the full cycle of activity required including in testing, devices and diagnostics.

Our diverse population reflects the future of the UK and we are a recognised centre of excellence and innovation in patient and health data. In the West Midlands the integration and availability of data creates a unique opportunity to create an environment for new care products and services, AI diagnosis and modelling the cost effectiveness of interventions. We aim to develop the UK's first regionally-scaled integrated translational research and health data hub providing safe and curated access to large, integrated and comprehensive clinical datasets, embedded within the innovation ecosystem and ensure that this is accessible to SMEs.

An innovative public and private partnership will drive the next phase of cluster development, including through ensuring the availability of employment land, incubator space and innovation support and the development of new commercial opportunities and markets.

### Other priorities include:

- Working with the national Centre for Data Ethics and Innovation to provide evidence on how to improve the use of data and AI between businesses/sectors
- Exploring new citizen engagement strategies (e.g. behaviour change, open data etc) to further build active resident involvement
- Work with the innovation base to develop approaches to building data sets from research and innovation projects into a coherent regional library of health-related data
- Establish a virtual cluster of data studentships to work on regional health data problems and develop a skilled workforce for the future. Support health data skills in professions such as nursing where there is a responsibility for citizen health

## Business, Professional and Financial Services (BPFS)

Our thriving BPFS sector has specialisms in financial, legal, accountancy and insurance. The strong underpinning of world class business schools including Warwick, Aston and Birmingham results in more business students here than any location outside London.

We are expecting to see continued growth in the sector supported by many of the actions in this strategy, particularly:

- Developing better links with local High Education and Further Education colleges to facilitate business growth through attraction and retention
- Significant local and national connectivity, including HS2 and infrastructure like varied housing stock
- Continued investment in high quality employment sites and office availability
- Support for digital innovation and new approaches in the supply chain to encourage new products and services
- Further inward investment marketing to establish the West Midlands as a key location for firms and business

## Creative and gaming cluster

The creative cluster is internationally recognised. Leamington Spa and Coventry are at the heart of new content production and platforms. Emerging strengths include gaming, artificial intelligence and immersive on-screen media like film, TV, virtual reality (VR) and augmented reality (AR). Birmingham's Digbeth, and Jewellery Quarter have the strongest concentration of creative maker employment of any LEP area in the UK. Significant regional strengths are also identifiable across advertising and marketing, design (graphic, product and fashion), ICT and web-based services. In the coming years, our cultural, tourism and sporting businesses will power the delivery of the 2021 City of Culture and 2022 Commonwealth Games.

Headline actions include:

- A business led Creative Innovation & Talent Hub to discover, develop and showcase new creative content and diverse talent in broadcasting, arts, games and social media and develop and implement an ambitious cultural investment programme
- Implement a strategic programme of employment land development including smaller units for SMEs and grow-on space to support scale-up businesses and growing industries like gaming within the creative cluster
- We will respond to high demand for production by investing in the TV and film production capacity of the region by establishing new studio and production facilities
- Through our 5G testbed, provide a public asset and platform capable of driving market opportunities around new content generation
- Continue to foster spaces and networks for sharing IP and building new approaches to developing valuable ideas

## Improving connectivity and opportunity

The West Midlands has always been built on connections between people, places and ideas. The innovations, products and opportunities of the future will come from the collaboration between sectors that were traditionally quite separate (such as gaming and automotive), from entrepreneurs in communities that have not historically had the access they deserve, and from creative businesses exploring new and different approaches, getting people engaged with their own health and wellbeing.

We need to continue to build the connections that people need for the future. Alongside transport connectivity and our digital infrastructure, this includes improving the accessibility of skills and jobs for all our communities and the networks and linkages between businesses, universities and colleges that drive ideas and innovation. Devolution gives us new tools to bring together investment in transport, housing, skills, public service reform and wellbeing to drive long-term change and work in partnership with Government, including to identify where further devolution would improve impacts.

### Equip the region with efficient local, national and international infrastructure

- Build a **fully integrated and seamless, multi-modal transport system** across the whole region, investing £3.4bn over the next decade in trams, roads and rail. A West Midlands integrated control centre to deliver the smartest streets and best managed network including during HS2 construction and major events such as the Commonwealth Games, reducing congestion, improving journey times, air quality and productivity
- Further **strengthen international connectivity**, ensuring that the region is nationally and globally connected through HS2, UK Central and a growing airport
- Be the **first 5G ready region**, leading the way for the UK through the UK Government backed national Urban Connected Communities pilot and with a strong supporting digital infrastructure including a full fibre network

### Public and private partners in the West Midlands are committed to ensuring that all our investment improves the natural environment

- Embed a **natural capital approach** in our investment strategies – in line with world leading economies using innovative solutions to urban challenges such as air quality, flood water management, overheating in urban areas, climate change adaptation
- Seeking to green transport routes; improve access for walking and cycling through natural corridors, with the ambition of an **annual net gain for biodiversity** and natural capital
- Improve **air quality** through a strategic action plan for the West Midlands, to improve health and wellbeing and unlock new clean growth opportunities
- Work with the private sector to accelerate **charging infrastructure for zero emission vehicles** across the region, driven by demand
- Build on planned investment of more than **£15bn in local energy projects** to 2030 to secure the additional power which industry needs, particularly the manufacturing supply chain. Energy Innovation Zones, as proposed by Energy Capital, are one way in which the West Midlands is a pioneer in this field, as outlined in the following case study

## Energy Capital

The cost of energy is fundamental to increasing productivity in the West Midlands economy whilst improving outcomes for residents. Energy Capital is the West Midlands' place-focused approach to investment in energy infrastructure and local energy supply, creating new markets for businesses and addressing citizen inclusion by reducing fuel poverty.

Energy Innovation Zones will channel investment over the next 15 years including a £500m specialist regional public – private investment fund to support local energy solutions for our clusters, transport infrastructure and new communities.

Working with industry partners, government and regulators we are developing and testing this new model of a regional energy infrastructure commissioning and market-making.



## Deliver an ambitious housing programme and ensure availability of strategic employment land

- Increase the rate of housing delivery by implementing the **£350m housing plan**, investing £250m in land remediation and developing the skills required through the National Brownfield Institute in Wolverhampton. We will work to re-set the housing contract as an economic good and the end to end approach to house building with a firm commitment to deliver a broader choice of tenures and styles. We will deliver quality through a West Midlands wide design standard for new buildings and diversify this increased delivery by encouraging new entrants to the market, including through modular build, and support the provision of new skills needed as the industry changes
- Implement a **strategic programme of employment land development** whilst also revitalising existing sites to bring them back into productive use. Provision will also include smaller units for SMEs and grow-on space to support scale-up businesses and growing industries like our gaming cluster

## Ensure people of all ages, in all our diverse communities, are able to access the skills they need to sustain good jobs and careers

- Create a West Midlands **Career Learning Hub** to improve the focus and impact of careers education and advice. Inspire more young people and encourage them to access new regional opportunities, for example by celebrating and promoting our most powerful role models - our young talent across the region. Work closely with the Department for Education (DfE) and its agencies, including Ofsted, to highlight regional issues and opportunities
- Use **targeted inclusion** to unlock participation in particular cohorts, connecting communities and individuals to opportunity, using the inclusive growth corridors as a primary mechanism for this. Maximise our international assets in the universities and civic and global exchange programmes, to give our young people exposure to international experiences to support social mobility, including through mentoring and access to long term support and advice

Give more people the skills they need to move into employment by:

- Delivering our £4.7m **Employment Support Pilot** to support those out of work and on low incomes in targeted communities
- Establishing an **employment support framework** for the region to improve the co-ordination, commissioning, delivery and impact of all programmes to support the unemployed
- Improving the range and **impact of the career planning advice** that unemployed and low-paid adults can access
- Improving our focus on **upskilling low paid and low skilled residents**, to improve their long-term career and income prospects
- Providing a **new employment support service** for people with a mental health and/or physical health condition in primary and community care through the Thrive into Work project
- Supporting the effective delivery of the **Work and Health Programme** in the WMCA area working with Jobcentre Plus and Department for Work and Pensions and taking an active role in the performance management of the contract
- Deliver current and future training and skills provision through the **Adult Skills Budget** (c£100m) and retraining funds (c£10m) building on successful provision across region

## Ensure skilled employees are available to support business growth and productivity

- Accelerate the uptake of **quality apprenticeships** by maximizing Levy investment for the West Midlands. Lead a regional campaign to promote the benefits of apprenticeships – to employers, young people, employees and key stakeholders. Support more young people to access pre-apprenticeship provision and to progress into high quality apprenticeships
- Support the introduction of new **T-level routes** and work experience openings to improve the work-readiness of young people. We are seeking full Government backing for Dudley Institute of Technology which will redevelop land to provide teaching facilities for higher level skills programmes and for the Greater Birmingham & Solihull IoT which focuses on advanced manufacturing and industry 4.0 through greater collaboration of Further and

Higher Education and creating clear pathways from level 3 to level 6

- Create **employer-led taskforces**, for each of our priority sectors, to drive curriculum and skills provision that meets employers' needs. Develop an investment plan to build teaching capacity and access to industry standard teaching equipment and facilities, across the region
- Attract and **retain the talent business needs** with employers and education providers working together to attract the brightest and best to the region
- Create the West Midlands new **Digital Skills Partnership** that links the region's existing and emerging digital offer with national and sector-based initiatives

**Through our devolved arrangements on skills, create a more agile and responsive skills system that is more aligned to the needs of business and individuals and which allows more people to move into higher skilled jobs.**

Develop a **skills ecosystem** for the West Midlands which:

- Recognises the inter-dependence of schools, further education (FE), higher education (HE), adult and community learning and private and voluntary training providers and facilitates stronger collaboration with employers, to address regional skills needs
- Supports our local authorities in their work to improve school performance and young people's attainment
- Re-design the way we do partnerships – placing residents and businesses at the centre of our skills training offer with clearer progression and integrated training offers
- Encourages region-wide approaches wherever possible so we can develop joint funding bids, shared infrastructure and sharing of good practice

**Ensure businesses are connected to the customers and opportunities which will allow them to drive growth**

- Explore a business led Creative Innovation & Talent Hub to discover, develop and showcase new creative content and diverse talent in broadcasting, arts, games and social media and develop and implement an ambitious cultural investment programme
- Increase **internationalisation** by continuing to leverage national resources and the Midlands Engine brand, focussing on both high value contracts and those new exporters and securing first overseas orders. This will include identifying, researching and accessing new markets with a particular focus on smaller businesses, which may not currently be supported
- Embed support for growing business in our most deprived and diverse communities for business-led inclusive growth

### Improving innovation and making best use of research assets is central to productivity growth.

We will further develop a strengthened and integrated innovation support system through:

- **Innovation networks and linkages:** Building on existing programmes to join-up assets, entrepreneurs and exploitation of synergies across sectors, technologies and supply chains, including shared incubator environment, sector specific tech transfer networks and business led forums to advise on sharing and developing intellectual property
- **Innovation investment programmes:** Integrate investment in innovation with local supply chains, supporting broad and accessible investment and access to a good supply of appropriate finance products on attractive terms including equity financing and innovation support funding, such as SME Reach Fund and finance for smaller scale R&D projects
- **Innovation talent:** Support business with the skills needed to innovate and deliver, either through access to appropriate training, or to resource in universities, Catapults, and technology innovation networks, including exploring proposals such as CITEC and supporting businesses developing the management skills needed to unlock innovation
- **Innovation intelligence:** Create a West Midlands foresight programme as a mechanism to generate new ideas and promote awareness of latest market demand from large firms and the public sector for innovative SMEs as well as technology drivers of change
- **Bids:** Coordinate West Midlands' highest priority research funding bids with oversight from the Innovation Board
- **Innovation culture:** Showcase the impact and importance of innovation across the West Midlands' public and private sectors

## Driving opportunities supply and value chains

The focus will be on interventions that maximise impact by driving change into our deep and diverse supply chains, identifying unconnected supply chains and enhancing value chains.

### Improve in work progression

- Help workers to **move up the value chain** and access more employment opportunities through in-work progression. This will happen by increasing the West Midlands offer around cross-sector in-work progression opportunities accessible to employers and residents working in retail and other low paying sectors. Support retraining for those whose jobs are at risk of automation
- Create **employer-led, sector action plans** that address current and future skills priorities
- Direct £40m **Apprenticeship Levy** funding to support more apprenticeships for SMEs, targeting **Science, Technology, Engineering and Mathematics (STEM)** skills in our priority sectors and supply chains

### Ensure access to support for all businesses

- Build on the existing **advanced manufacturing supply chains** to improve their global competitiveness through supply chain SME support led by businesses for businesses, including the Advanced Manufacturing Supply Chain programme

- Deliver **dedicated, segmented business support** focused on our highest growth potential industries through dedicated “cluster” support for future high growth sectors
  - Maximise our **management and leadership capabilities**, building on existing successful programmes and increase peer-to-peer mentoring provision with business leaders of today mentoring leaders of tomorrow, building on successes of pilot programmes
  - Launch a **fund for new industry co-investment** to provide wrap-around support for businesses looking to grow into new sectors, supply chains and markets, who need to invest in new technologies and capital to grow into those markets
  - Tackle **access to finance** from both the supply and demand side. Maximise existing routes for loan and equity finance, attracting more private investment but also working with our businesses to ensure that they are investment ready through business planning, support and advice from entrepreneurs
  - Develop a virtual **Productivity Factory**, working with businesses and trade bodies, to strengthen supply chains by improving firm level productivity. Using expert industry benchmarking and coaching, masterclasses on management processes, accessing new markets, supplier efficiency and sector-specific topics
  - **Expand scale-up support** to ensure that no high potential companies miss out on support which will help position them to provide the good jobs of the future
- Drive improvements into specific industries to boost their capacity to respond to regional opportunities**
- Maximise the opportunity of the **Commonwealth Games and City of Culture**, including through focussed support to extend the season and further increase business tourism. Targeted support to drive productivity through the **visitor economy**, developing bespoke qualifications for staff looking to step into management roles, providing key underpinning skills and competencies together with the business insights required
  - Maximise the opportunity of **HS2** to create regional supply chains and the skills both to service HS2 and wider infrastructure projects to include a long-term rail/infrastructure strategy along with dedicated support to address both supply and demand side challenges ensuring our businesses benefit fully from HS2 opportunities
  - Explore opportunities to accelerate the use of data and innovative processes and products in the **construction industry** - enhancing process innovation via modern methods of construction, building information modelling and modular build. Incorporating innovation in houses as they are being built, working with housing associations and other providers
  - Develop proposals for a **Brownfield Institute**, reinforcing our existing expertise and developing future skills and supply chain opportunities
  - Create a national **Centre of Excellence for Commissioning** to drive procurement excellence, social and environmental value and innovative behaviour through contracts, particularly focussing on construction and digital infrastructure

## Consultation questions

Will these emerging actions help your business or community grow and succeed?

What else will help your business and/or community grow and succeed?

# Grand Challenges

The Government has identified four Grand Challenges: Future Mobility, Clean Growth, Ageing Society and Artificial Intelligence and Data. All are areas of significant, long term social, economic and technological change. Demand for solutions will drive the creation of new markets for innovative products and services and it will disrupt current models and approaches. The UK's response to these changes will define its future success.

To understand the ways in which the West Midlands can lead the response to and benefit from these national trends we have consulted widely with academics, thought-leaders and industry experts. Our Industrial Strategy will be built on a clear understanding of where we can build on our existing and emerging strengths to deliver our ambition and make a major contribution to tackling these challenges. There are three major areas where the West Midlands can play a leading role, which are central to the actions and analysis in this consultation and we can create innovative products and services that align with significant future investments in the region.

- Energy Capital – putting the West Midlands at the forefront of developing of local energy infrastructure and markets
- Smart urban mobility - a global centre for mobility innovation and the smart, autonomous, and low carbon movement of people and goods
- Health data - a globally recognised centre for data driven diagnostics, devices and testing and resident involvement in health

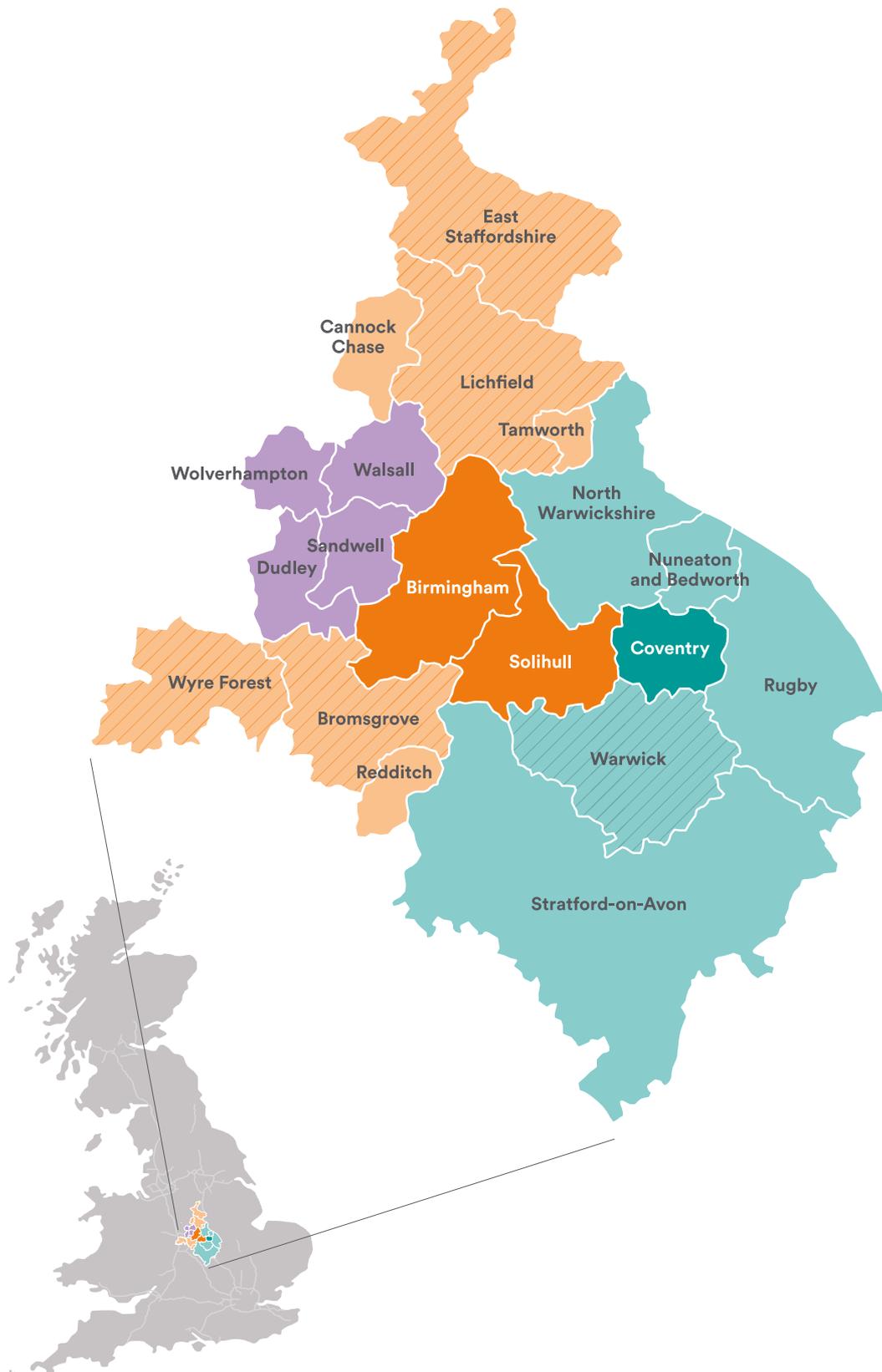
Other opportunities for innovative new markets driven by these large-scale trends and changes, linked to major investment and events in the West Midlands include:

- Using the City of Culture as an opportunity to bring creative approaches to engaging with older citizens and communities and reduce isolation
- Making the Commonwealth Games a showcase for driving digital services and smart city applications at scale and leaving a legacy of digital citizen services
- Use the development of new homes and communities to drive innovative approaches to sustainable construction and improve sector productivity, and to address challenges around active living, digital community engagement, clean energy and urban spaces
- Innovative products and services to support an ageing workforce
- Develop the infrastructure and support required to maximise value from future supply chains in waste

## Consultation question

Are these the right opportunities for the West Midlands to take in order to benefit from and make a major contribution to the UK's response to Grand Challenges?

# The West Midlands Local Industrial Strategy area



# Evidence

Over the past two years, the West Midlands has developed a comprehensive evidence base and detailed understanding of our economy. This has involved detailed analysis of the drivers of productivity and growth, alongside our business sectors and how they inter-relate. To be effective, our strategy has to target action on both, and in ways that have maximum impact on our businesses and people.

This enables us to be precise about different opportunities and challenges:

- In specific sectors and sub-sectors - such as powertrain and battery technology in automotive, or gaming in our creative sector
- Across sectors, such as our competitive advantage in mobility innovation or the need for cross sub-sector innovation support in the manufacturing supply chain
- Understanding the relationship between the foundations of productivity and what drives inclusion, so that we can be clear about the impacts of different interventions and target investment accordingly

This level of detail is fundamental in a world where technology is creating opportunities and challenges that are increasingly cross sectoral and where success depends on technological development, creating new markets and where we know that traditional approaches to growth models and outputs have not delivered benefits to all our communities - not picking winners, but putting in place support for new approaches to production, new supply chains and working patterns, building on the expertise and global advantages that we have.

You can find the full emerging evidence pack that supports our Industrial Strategy here [<https://www.wmca.org.uk/media/2457/economic-research-library.pdf>].

In addition to the full evidence base, put together initially for our 2016 economic strategy and recently updated, we also publish regular updates on key trends and statistics as new figures become available. The most recent “State of the Region” report is published here [<https://www.wmca.org.uk/media/2341/wmca-sor-full-technical-report.pdf>].

Since 2016 the West Midlands has also established independent commissions of leaders and experts in the fields of land supply, skills and productivity, Leadership and mental health. Together these directly address the foundations of productivity, their reports can be found here [<https://www.wmca.org.uk/what-we-do/research-analysis>].

The West Midlands has an established approach to evaluation and internationally recognised academic expertise in understanding the impact of different approaches to productivity and growth in cities, clusters and supply chains. We are deeply committed to building this capacity through this strategy, so the West Midlands continues to make a leading contribution to global practice and expertise.

# Next steps

In the weeks ahead, a large number of organisations will be running events and discussions about the ideas and actions in this consultation document. Please get involved and send us your responses to the consultation questions by Thursday, 15 November 2018. You can find further details on our website [<https://www.wmca.org.uk/what-we-do/industrial-strategy>].

## Consultation Questions Summary

1. Have we identified the right strengths and competitive advantages in our sectors?
2. Are the challenges and opportunities facing our economy accurately articulated?
3. Are these the right opportunities for the West Midlands to take in order to benefit from these Grand Challenges and make a major contribution to the UK's response?
4. Does this emerging approach to inclusive growth have the potential to meet the challenge?
5. How could your organisation get involved to help?
6. Are these the right ten strategic commitments?
7. Do they reflect the momentum which is underway and the opportunities ahead?
8. Will these emerging actions help your business or community grow and succeed?
9. What else will help your business and/or community grow and succeed?



**West Midlands  
Combined Authority**



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## Overview & Scrutiny Committee

<b>Date</b>	26 November 2018
<b>Report title</b>	Overview and Scrutiny Working Groups - Progress Update
<b>Accountable Leads</b>	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
<b>Accountable Employee</b>	Lyndsey Roberts, Scrutiny Officer email: <a href="mailto:lyndsey.roberts@wmca.org.uk">lyndsey.roberts@wmca.org.uk</a> tel: (0121) 214 7501

**Recommendation(s) for decision:**

**Overview & Scrutiny Committee is recommended to:**

- (1) Note the progress being made in respect of the working groups.
- (2) Consider and approve the proposed work programme for the working groups.

## **Purpose**

1. To appraise Overview & Scrutiny Committee of the developments and progress in relation to the work of the five working groups. Members are also asked to endorse the scoping documents for the respective working groups.

## **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.

## **Budget Working Group**

3. On 17 September, the Budget Working Group held its first meeting with Sean Pearce, Finance Director, Linda Horne, Head of Finance and Louise Cowen, Financial Services Manager. Members received an overview of the WMCA finances, the approved 2018/19 budget and the timetable for development of the Medium Term Financial Plan 2019 and the Annual Business Plan 2019/20.

Members of the Budget Working Group discussed and agreed the specific work areas that it would like to focus on this year. A copy of the group's work programme for the coming year is attached for endorsement. Councillor Peter Hughes will provide a verbal update at the meeting (as appropriate) on any more recent developments.

## **Governance Working Group**

4. On 12 September, the Governance Working Group held its first 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. Councillor John Cotton will provide a verbal update at the meeting (as appropriate) on any more recent developments.

## **Health & Wellbeing Working Group**

5. On 10 September, the Health & Wellbeing Working Group held its first meeting to discuss and agree its specific work areas. Sean Russell, Director of Implementation, was also in attendance. A copy of the group's work programme for the coming year is attached for endorsement.

On 30 October, the Health & Wellbeing Working Group held a meeting with Councillor Izzi Seccombe, Portfolio Lead for Wellbeing and Chair of the Wellbeing Board. Councillor Izzi Seccombe had been invited to attend the working group to discuss and answer questions on the visions and aspirations for health & wellbeing, budgetary allocation for the health & wellbeing agenda and on the value that Overview & Scrutiny Committee can provide to the portfolio.

The group discussed the measures being used for tackling obesity across the region, the Thrive mental health programme and its success, the next devolution deal and the importance of health and wellbeing. Councillor Cathy Bayton will provide a verbal update at the meeting (as appropriate) on any more recent developments.

### **Housing & Land Working Group**

6. On 18 September and 22 October, the Housing & Land Working Group met to discuss and agree its specific work areas. Members of the working group agreed that during the course of the year it will test the deliverability of the Housing & Land Delivery Plan. A copy of the group's work programme is attached for endorsement.

On 13 November, the Housing & Land Working Group held a meeting with Councillor Mike Bird, Portfolio Lead for Housing & Land and Gareth Bradford, Director for Housing & Regeneration. Councillor Mike Bird and Gareth Bradford had been asked to attend the working group to provide further detailed information on the various strands of work initiated by the Housing & Regeneration Delivery Plan. 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**

7. Councillor Lisa Trickett met with Henry Kippin, Director for Public Service Reform, 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. A copy of the group's work programme is attached for endorsement.

The next meeting of the working group will be held on 19 November. Councillor Steve Eling, Portfolio Lead for Cohesion & Integration and Public Service Reform, Councillor Ian Ward, Portfolio Lead for Economic Growth, Patrick White, Director of Industrial Strategy, and Henry Kippin, Director of Public Service Reform, have been asked to attend the working group to discuss the meaning of inclusive growth in the context of the Local Industrial Strategy. Councillor Lisa Trickett will provide a verbal update at the meeting (as appropriate) on any more recent developments.

### **Financial Implications**

8. There are no direct financial implications arising out of the recommendations contained within this report.

### **Legal Implications**

9. There are no direct legal implications arising out of the recommendations contained within this report.

### **Equalities Implications**

10. There are no direct equalities implications arising out of the recommendations contained within this report.

### **Inclusive Growth Implications**

11. The WMCA board has asked for the inclusive growth implications of each board paper to be outlined in this section. We are developing a set of materials that will allow officers and partners to do this robustly, which will be reflected in WMCA Board reports from January 2019 onwards.

### **Geographical Area of Report's Implications**

12. There are no geographical implications arising out of the recommendations contained within this report.

### **Other Implications**

13. There are no further specific implications arising out of the recommendations contained within the report.

### **Schedule of Background Papers**

14. Appendix 1 - Budget Working Group - Work Programme  
Appendix 2 - Health & Wellbeing Working Group - Work Programme  
Appendix 3 - Housing & Land Working Group - Work Programme  
Appendix 4 – Inclusive Growth & Productivity & Skills Working Group – Work Programme



**Scrutiny Review - Scoping Document**

<b>Budget Working Group - Work Programme</b>	
<b>Work to be carried out by:</b>	Councillor Peter Hughes (Lead Member) Councillor Liz Clements Councillor Stephen Craddock Councillor Julian Grubb Councillor Ian Shires Councillor Stephen Simkins Mike Lyons
<b>Date of Review:</b>	July 2018 - February 2019
<b>Purpose of the Review:</b>	
<p>To review and make recommendations on the WMCA draft annual budget and proposed Mayoral precept.</p> <p>To review the process undertaken to agree the finalised budget/precept with the WMCA Board, and to make recommendations, as appropriate, as to how this could be developed and improved upon in subsequent years.</p> <p>To review the WMCA's processes for in-year budget management, performance and management of investment projects.</p> <p>To review major contracts where appropriate.</p>	
<b>Objectives:</b>	
To propose a series of recommendations for consideration by Overview & Scrutiny Committee that are intended to result in improvements in the WMCA's budget process.	
<b>Scope</b>	
The Budget Working Group will:	
<ul style="list-style-type: none"><li>• Seek to understand and examine the budget proposals 2019/20, including transport.</li></ul>	

<ul style="list-style-type: none"> <li>• Review the feedback to those points raised by the West Midlands Combined Authority’s Overview &amp; Scrutiny Committee in its feedback on the draft budget report (formal response was presented to Overview &amp; Scrutiny Committee on 16 April 2018) including; <ul style="list-style-type: none"> <li>- the development of the Shared Prosperity Fund.</li> <li>- the work being undertaken in respect of the impact of Brexit and the loss of EU Funding.</li> </ul> </li> <li>• Review the regular Financial Monitoring reports that are presented to the WMCA Board broadly on a bi-monthly basis.</li> <li>• Review the decline in the concessionary travel budget.</li> <li>• Review a major project, for example Wednesbury to Brierley Hill Metro Extension</li> </ul>		
<b>Intended Outcome:</b>		
The Budget Working Group will submit a report, with recommendations as appropriate, to the Overview & Scrutiny Committee for consideration.		
<b>Links to the WMCA priorities:</b>		
WMCA Annual Business Plan 2018/19 <ul style="list-style-type: none"> <li>• Investment Programme - Finance (page 31)</li> </ul>		
<b>Offices/portfolio holder(s) to be invited to give evidence:</b>		
Councillor Bob Sleight, Portfolio Lead for Finance & Investments Sean Pearce, Director of Finance Linda Horne, Head of Finance Louise Cowen, Financial Services Manager Wayne Farrington, Lead Accountant – Transport Nafees Arif - Metro Finance & Commercial Director		
<b>WMCA Officer Responsible:</b>	Dan Essex, Governance Services Manager	
<b>Review Work Programme:</b>		
<b>Programme of Meetings</b>	<b>Lead person(s)</b>	<b>Completion by</b>
Meeting of the working group to discuss and agree scope/work programme		17 September 2018
Meeting of the working group to review the response to those points raised by the WMCA’s Overview & Scrutiny Committee in its feedback on the draft budget report (considered by Overview & Scrutiny Committee on 16 April 2018).	Linda Horne/Louise Cowen	3 December 2018

Q&A with Mayor and Portfolio Lead	Cllr Peter Hughes	12 December 18
Consideration of draft report and recommendations	Lyndsey Roberts	
Adoption of final report and recommendations	Lyndsey Roberts	
Submission of final report to Overview & Scrutiny Committee	Lyndsey Roberts	25 February 2019

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Scrutiny Review - Scoping Document

<b>Health &amp; Wellbeing Working Group - Work Programme</b>	
<b>Work to be carried out by:</b>	Councillor Cathy Bayton – Lead Member Councillor Daniel Barker Councillor James Butler Councillor Joseph Clifford Councillor John Cotton Councillor Stephen Simkins Sarah Windrum
<b>Date of Review:</b>	July 2018 - April 2019
<b>Purpose of the Review:</b>	
<p>The working group will consider the measures taken by the WMCA and its Wellbeing Board to implement the recommendations arising out of the Mental Health Commission’s final report (launched in January 2017).</p> <p>To review and make recommendations, as appropriate, on proposals and further actions that could be taken to develop the WMCA’s Health &amp; Wellbeing workstreams.</p>	
<b>Objectives:</b>	
<p>To propose a series of recommendations for consideration by Overview &amp; Scrutiny Committee that are intended to result in improvements in the WMCA workstreams identified in each scrutiny review below.</p>	
<b>Scope</b>	
<p><b>(a) Thrive into Work</b></p> <p>The Thrive into Work programme is an experimental trial that will test a new employment support service for people with a mental health and/or physical health condition in primary and community care. The trial aims to find out how good this new service is at helping people to find work.</p> <p>The working group will review examine the success of the Thrive into Work. The working group will review:</p> <ul style="list-style-type: none"><li>• The progress against the action plan and recommendations arising from the ‘Thrive West Midlands’ - action plan published by the Mental Health Commission.</li><li>• Challenges in respect of the recruitment of small/medium sized enterprises for the Thrive programme.</li></ul>	

- The longer term objectives of the Thrive into Work programme that might take place at the conclusion of the trial.
- How the success of the Thrive into Work programme will be measured.
- The longer term sustainability of employment placements.
- The resources allocated to the Thrive into Work programme and the sustainability of resource.

**(b) Addressing Childhood Obesity in the West Midlands**

Obesity is a complex issue with determining factors that range from societal influences and socio-economic status to genetics, individual choices, food supply and the influence of culture and marketing. The implications for individuals, families, public services and society can be profound. There is no single intervention that can tackle the issue on its own.

On 31 October 2018 the WMCA’s Wellbeing Board received a report that outlined the WMCA’s approach to combating childhood obesity in the West Midlands. It proposed a series of options and recommendations that would form the basis of policy proposals to be agreed by the WMCA Board; these would be developed and delivered with health and other public service partners.

The working group will:

- engage with Sean Russell, Director of Implementation and Councillor Izzi Seccombe, Portfolio Lead for Wellbeing, to review, challenge and add value, where appropriate to this specific work area.

**(c) Budget Allocation for the Wellbeing Workstream**

It was considered that the budgetary allocation for the Wellbeing workstream was not sufficient to undertake and introduce the relevant workstream.

The working group will review the budget allocated to the Wellbeing workstream. The working group will:

- review and challenge the allocation of the budget for the Wellbeing workstream through the forthcoming Mayor’s Question Time event on the proposed budget 2019/20 on 12 December 2018.

**Intended Outcome:**

To identify recommendations to the Overview & Scrutiny Committee for consideration with regard to the success of the Thrive into Work Programme, tackling obesity in the West Midlands and budgetary allocation.

**Links to the WMCA priorities:**

WMCA Annual Plan 2018/19

- Health & Wellbeing

**Offices/portfolio holder(s) to be invited to give evidence:**

**Cllr Izzi Seccombe (Portfolio Lead for Wellbeing)**

The working group would like to invite Cllr Izzi Seccombe to attend a meeting of the group to answer questions in respect of:

- Budgetary allocation for the Health & Wellbeing agenda
- What is the vision for Health & Wellbeing?
- Aspirations for Health & Wellbeing
- The value Overview & Scrutiny Committee could provide to this portfolio
- Suitable areas within the portfolio for pre-decision scrutiny

**Sean Russell, Director of Implementation**

The working group would like to invite Sean Russell to attend a meeting of the working group to present evidence and answer questions in respect of the Thrive into Work, as detailed in the scope above.

**WMCA Officer Responsible:**

Dan Essex, Governance Services Manager

**Review Work Programme:**

Programme of Meetings	Lead person(s)	Completion by
Working Group to agree its lines of enquiry questions to ask Councillor Izzi Seccombe		w/c 15 October 18
Tuesday 30 October 2018 – Q&A Session to be held with Councillor Izzi Seccombe, Portfolio Lead for Wellbeing		30 October 2018
Working Group to agree its lines of enquiry questions to ask Sean Russell		
Q&A Session with Sean Russell, Director of Implementation		
Consideration of draft report and recommendations	Lyndsey Roberts	w/c 4 March 19
Adoption of final report and recommendations	Lyndsey Roberts	w/c 25 March 19
Submission of final report to Overview & Scrutiny Committee	Lyndsey Roberts	12 April 2019

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**Scrutiny Review - Scoping Document**

<b>Housing &amp; Land Working Group - Work Programme</b>	
<b>Work to be carried out by:</b>	Councillor Ian Shires (Lead Member) Councillor Dean Carroll Councillor Maureen Cornish Councillor Stuart Davies Councillor John Glass Councillor Peter Hughes Councillor Lisa Trickett Councillor Mike Chalk Chris Handy
<b>Date of Review:</b>	July 2018 - April 2019
<b>Purpose of the Review:</b>	
<p>To consider the measures taken by the WMCA and its Housing &amp; Land Delivery Board to implement the recommendations arising out of the Land Commission's final report (published in February 2017).</p> <p>To review and make recommendations, as appropriate, on proposals for the delivery of housing and sustainable communities.</p> <p>To make recommendations, as appropriate, on further actions that could be taken to develop the WMCA's housing &amp; land workstream.</p>	
<b>Objectives:</b>	
<p>To test the deliverability of the Housing &amp; Land Delivery Plan.</p> <p>To propose a series of recommendations for consideration by Overview &amp; Scrutiny Committee that are intended to result in improvements in the WMCA's housing &amp; land workstreams.</p>	
<b>Scope</b>	
<p>At its meeting on 8 September 2017, the WMCA Board approved the Land Delivery Action Plan that set out how the WMCA planned to work collaboratively with partners to accelerate the quantum and delivery pace of housing and employment space towards delivery of local plan allocations and which supported the Mayor's commitment to delivering 215,000 homes in the West Midlands by 2031.</p>	

The working group will:

- Review, question and challenge the progress being made in respect of the short, medium and longer term actions proposed to achieve a step change in the delivery pace, identified in the Land Delivery Action Plan.
- Review the establishment of a new joint delivery team between the WMCA and Homes England to strengthen the expertise and resource available to unlock key sites, identify new opportunities and secure new investment.
- Seek further information to understand the proposed methods of construction that will be used to deliver 215,000 new homes.
- Determine the feasibility of delivering 215,000 homes by 2031.
- Review the potential delivery of the proposed growth corridors and how these linked into the proposed Spatial Investment & Delivery Plan.
- Understand travel to work patterns and interrelated developments.
- Review the progress being made in respect of the West Midlands 'spatial expression', that will capture in a single place the existing spatial strategies for the 3 LEP geography and emerging local plans from Local Planning Authorities;
- Review the development of a visual web-based interactive tool that will be available publicly to allow developers to identify potential sites for development and for residents to understand the investment planned within their areas.
- Seek clarification as to how the investment from Government will be distributed.
- Review the timescales for the Commonwealth Games and escalation of projects, and the implications of this for housing investment across the region.

**Intended Outcome:**

The Housing & Land Working Group will submit a report, with recommendations as appropriate, to the Overview & Scrutiny Committee for consideration.

**Links to the WMCA priorities:**

WMCA Annual Plan 2018/19

- Housing & Regeneration (pages 17 and 18)

<b>Offices/portfolio holder(s) to be invited to give evidence:</b>		
Gareth Bradford, Director of Housing & Regeneration Councillor Mike Bird, Portfolio Lead for Housing & Land Andy Street, Mayor of the West Midlands		
<b>WMCA Officer Responsible:</b>	Dan Essex, Governance Services Manager	
<b>Review Work Programme:</b>		
<b>Programme of Meetings</b>	<b>Lead person(s)</b>	<b>Completion by</b>
Q&A with Mayor (to include housing matters)		28 September 2018
To review lines of enquiry questions to ask Gareth Bradford, Cllr Mike Bird		22 October 2018
Q&A session to be held with Gareth Bradford and Cllr Mike Bird		13 November 2018
Consideration of draft report and recommendations	Lyndsey Roberts	w/c 4 March 19
Adoption of final report and recommendations	Lyndsey Roberts	w/c 25 March 19
Submission of final report to Overview & Scrutiny Committee	Lyndsey Roberts	12 April 2019

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**Scrutiny Review - Scoping Document**

<b>Inclusive Growth and Productivity &amp; Skills Working Group - Work Programme</b>	
<b>Work to be carried out by:</b>	Councillor Lisa Trickett (Lead Member) Councillor Daniel Barker Paul Brown Councillor Mike Chalk Councillor Rachel Harris Councillor Jackie Taylor Councillor Joe Tildesley Councillor Ken Wood
<b>Date of Review:</b>	July 2018 - April 2019
<b>Purpose of the Review:</b>	
<p>To make recommendations as to how inclusive growth and social value could be measured and included within the WMCA's performance reporting framework.</p> <p>To consider the measures taken by the WMCA Board to implement the recommendations arising out of the Productivity &amp; Skills Commission's reports (including the Skills Plan launched in June 2018) and to make recommendations, as appropriate, on further actions that could be taken to develop the WMCA's Productivity &amp; Skills and Inclusive Growth workstreams.</p>	
<b>Objectives:</b>	
<p>To understand the WMCA's definition of inclusive growth in the context of the Local Industrial Strategy.</p> <p>To propose a series of recommendations for consideration by Overview &amp; Scrutiny Committee that are intended to result in improvements in the WMCA's Productivity &amp; Skills and Inclusive Growth workstreams.</p>	
<b>Scope</b>	
<p>The Inclusive Growth &amp; Productivity &amp; Skills Working Group will:</p> <ul style="list-style-type: none"><li>• Seek further information to understand the WMCA's definition of Inclusive Growth in the context of the Local Industrial Strategy</li><li>• Seek clarification as to how the Local Industrial Strategy linked into other frameworks and plans</li></ul>	

- Review, question and challenge how the Local Industrial Strategy will improve people's lives
- Ascertain and review what the challenges and sticking points are
- Review and input into how the WMCA will translate policy into delivery

**Intended Outcome:**

The Inclusive Growth and Productivity & Skills Working Group will submit a report, with recommendations as appropriate, to the Overview & Scrutiny Committee for consideration.

**Links to the WMCA priorities:**

WMCA Annual Plan 2018/19

- Productivity and Skills (pages 19 and 20)
- Public Service Reform, Inclusion and Cohesion (pages 23 and 24)

**Offices/portfolio holder(s) to be invited to give evidence:**

Patrick White, Director of Industrial Strategy  
Henry Kippin, Director of Public Service Reform

**WMCA Officer Responsible:**

Dan Essex, Governance Services Manager

**Review Work Programme:**

Programme of Meetings	Lead person(s)	Completion by
To be determined.		