

## Overview & Scrutiny Committee

**Date:** Monday 9 March 2020

**Time:** 10.00 am                      **Public meeting**                      Yes

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

### Membership

Councillor Lisa Trickett (Chair)  
Councillor Cathy Bayton (Vice-Chair)  
Councillor Lynnette Kelly (Vice-Chair)  
Councillor Ahmad Bostan  
Councillor Richard Brown  
Paul Brown  
Councillor Chris Cade  
Councillor Dean Carroll  
Councillor Mike Chalk

Councillor Brian Douglas-Maul  
Councillor Peter Fowler  
Councillor Angus Lees  
Mike Lyons

Councillor Dr. Simon Peaple  
Councillor Lucy Seymour-Smith  
Councillor Stephen Simkins  
Councillor Paul Sweet  
Councillor Kate Wild  
Sarah Windrum

Birmingham City Council  
Association of Black Country Authorities  
Coventry and Solihull Local Authorities  
Sandwell Metropolitan Borough Council  
Coventry City Council  
Black Country Local Enterprise Partnership  
Warwickshire Non-Constituent Local Authorities  
Shropshire Non-Constituent Local Authorities  
Worcestershire Non-Constituent Local Authorities  
Walsall Metropolitan Borough Council  
Birmingham City Council  
Dudley Metropolitan Borough Council  
Greater Birmingham & Solihull Local Enterprise Partnership  
Staffordshire Non-Constituent Local Authorities  
Birmingham City Council  
Association of Black Country Authorities  
City of Wolverhampton Council  
Solihull Metropolitan Borough Council  
Coventry & Warwickshire Local Enterprise Partnership

Quorum for this meeting shall be 13 members

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

**Contact** Tanya Patel, Governance Services Officer  
**Telephone** 0121 214 7689  
**Email** Tanya.Patel@wmca.org.uk

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# 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 meeting held of 18 December 2019	Chair	1 - 4
4.	Matters Arising <ul style="list-style-type: none"> <li>Mayoral Question Time: Budget – Response to recommendations presented to the WMCA Board on 17 January 2020</li> </ul>	Chair	5 - 6
<b>Items for Discussion</b>			
5.	West Midlands 5G Presentation	Rhys Enfield / Chris Holmes	7 - 22
6.	Single Assurance Framework Project	Tim Martin	23 - 28
7.	Scrutiny Review: The effectiveness of the WMCA's governance arrangements in delivering the policy objectives of the WMCA	Chair	Verbal Report
8.	Mayoral Q&A: Connectivity - 13 February 2020	Chair	To Follow
9.	Adult Education Budget - Update on Recommendations	Julie Nugent	29 - 40
10.	Forward Plan <ul style="list-style-type: none"> <li>WMCA Board</li> </ul>	Chair	41 - 42
<b>Date of the next meeting</b>			
11.	To be advised following the WMCA Board AGM on 5 June 2020	Chair	None



**West Midlands  
Combined Authority**

## **Overview & Scrutiny Committee**

**Wednesday 18 December 2019 at 10.00 am**

### **Minutes**

#### **Present**

Councillor Lisa Trickett (Chair)	Birmingham City Council
Councillor Cathy Bayton (Vice-Chair)	Association of Black Country Authorities
Councillor Ahmad Bostan	Sandwell Metropolitan Borough Council
Councillor Peter Fowler	Birmingham City Council
Councillor Dr. Simon People	Staffordshire Non-Constituent Local Authorities
Councillor Stephen Simkins	Association of Black Country Authorities

#### **In Attendance**

Deborah Cadman	West Midlands Combined Authority
Councillor Kath Hartley	Transport Delivery Committee
Linda Horne	West Midlands Combined Authority
	Young Combined Authority

#### **Item No.**

#### **25. Inquorate Meeting**

Tim Martin, Head of Governance, Clerk and Monitoring Officer, indicated that this meeting was inquorate and therefore decisions taken at the meeting would be submitted to the WMCA Board on 17 January 2020 for formal approval.

#### **26. Apologies for Absence**

Apologies for absence were received from Councillor Lynnette Kelly (Coventry & Solihull Local Authorities), Councillor Richard Brown (Coventry City Council), Paul Brown (Black Country Local Enterprise Partnership), Councillor Chris Cade (Warwickshire Non-Constituent Local Authorities), Councillor Mike Chalk (Worcestershire Non-Constituent Local Authorities), Councillor Angus Lees (Dudley Metropolitan Borough Council), Councillor Lucy Seymour-Smith (Birmingham City Council), Councillor Kate Wild (Solihull Metropolitan Borough Council) and Sarah Windrum (Coventry & Warwickshire Local Enterprise Partnership).

#### **27. Mayoral Q&A - Budget 2020/21**

Members of the committee, along with Aisha Masood from the Young Combined Authority, questioned the Mayor on financial matters relating to the WMCA and its developing budget for 2020/21. The Portfolio Lead for Finance, Councillor Bob Sleight, was also questioned on matters relating to the Investment Programme that had been considered at meetings of the

Investment Board.

Members questioned the Mayor on issues including financial transparency between proposed and actual spend, measures to achieve inclusive growth outcomes, targeting investments and outcome-based funding, the future funding arrangements for the Young Combined Authority, future intentions for a mayoral precept and a WMCA business rate supplement, and a greater focus on explaining to the public the outcomes that the WMCA had achieved.

In respect of specific matters to bring to the attention of the WMCA Board, it was recommended that:

- (a) A mechanism be developed that provided for assessing the impact on the WMCA's Investment Programme of new projects coming forward, and that this mechanism include an evaluation of carbon counting, social impact and value-added assessments.
- (b) An environment impact assessment be undertaken before any new WMCA policy was introduced so that its direct impact on the environment was assessed as part of wider policy considerations.
- (c) Any assessment of the regional skills gap be focuses on addressing the future and projected skills needs of the region.
- (d) A commitment be given to fund the Young Combined Authority for the four-year period 2020/21 – 2023/24
- (e) Investment be prioritised to reflect the changing contexts within the region since the WMCA was initially established in 2016 (eg. Climate emergency, economic impacts).
- (f) Caution be exercised over the use of reserves to fund the WMCA's revenue expenditure and the need to identify a more sustainable longer-term approach.
- (g) The delivery and performance monitoring framework be further developed so that it provided greater public transparency and clarity regarding the successes and challenges in delivering the WMCA's policy objectives.

It be recommended to the WMCA Board that:

The matters identified above that arose out of the Mayoral Q&A on 18 December 2019 be considered further by the WMCA Board.

## **28. Minutes - 22 October 2019**

The minutes of the meeting held on the 22 October 2019 were agreed as a correct record.

In regard to the outstanding action relating to Housing First spend, clarity was provided by the Head of Governance on the comments made by the

Mayor at the Question Time session held on 9 October 2019.

**29. Matters Arising**

The committee noted the response from the Mayor in regards to the Mayor's Question Time held on 9 October 2019 that had been previously circulated to all members.

**30. Scrutiny Review into the Effectiveness of Transport Delivery Committee in Overseeing the Delivery of WMCA Transport Policies**

The committee considered a report from Councillor Cathy Bayton on the findings of the recent scrutiny review undertaken to determine the effectiveness of Transport Delivery Committee and to ensure that the transport policies of the West Midlands Combined Authority positively contributed towards the delivery of its wider corporate objectives.

Councillor Cathy Bayton highlighted that further to discussions with the Transport Portfolio Lead Councillor Ian Ward, an amendment would be made to recommendation 3 whereby membership of the proposed Transport Scrutiny Sub-Committee was suggested to be drawn from any member of a constituent authority transport scrutiny committee. This change in wording was supported by members of the committee.

Councillor Kath Hartley, Chair of Transport Delivery Committee, offered a number of comments on the recommendations contained within the report, including supporting the establishment of the Strategic Transport Board to co-ordinate the development of transport policy across the region.

It be recommended to the WMCA Board that:

- (1) The conclusions and recommendations of the scrutiny review group, as set out within the report, be endorsed subject to an amendment to the potential membership of the proposed Transport Scrutiny Sub-Committee..

**31. WMCA Scrutiny Review on the Effectiveness of the WMCA's Governance Structures in delivering the policy objectives of the WMCA**

Councillor Lisa Trickett provided the committee with an update on the progress made with the development of a scoping document for a scrutiny review on the effectiveness of the WMCA's governance structures in delivering its policy objectives.

The proposed review would look at whether the governance structures of the West Midlands Combined Authority were appropriate to deliver its aims and policy objectives, given the growth of the WMCA's remit and influence. Councillor Lisa Trickett would lead on this review alongside with the following councillors who indicated their interest of involvement with the review; Councillor Simon Peale, Councillor Stephen Simkins, Councillor Ahmad Bostan, Councillor Peter Fowler and Aisha Masood (representative from the Young Combined Authority).

It be recommended to the WMCA Board that:

- (1) The proposed scoping document for a scrutiny review into the effectiveness of the WMCA's governance structure in delivering the policy objectives of the West Midlands Combined Authority be considered and approved.

**32. Scrutiny Champions Update**

Councillor Simon Peaple reported back to the committee following a meeting with Gareth Bradford, Director of Housing & Regeneration, in relation to queries on the allocations of housing funds between local authorities and affordable housing.

**33. Forward Plans**

The committee noted a forward plan of items that were to be reported to future meetings of this committee and the WMCA Board.

**34. Date of Next Meeting**

Tuesday 21 January 2020 at 10.00am

The meeting ended at 12.55 pm.



Cllr Lisa Trickett  
Chair, West Midlands Overview and Scrutiny Committee  
West Midlands Combined Authority  
16 Summer Lane  
Birmingham  
B19 3SD

28 January 2020

Dear Cllr Trickett

Following the Mayor's Question Time event with Overview and Scrutiny Committee on 18 December 2019 and your subsequent recommendations which were presented with the WMCA Draft Budget report on Friday 17 January. I thought I would set out the responses to each of your recommendations below. This letter will also be included in the appendix of the final Budget report at the WMCA Board on 14 February 2020.

Recommendation A) A mechanism be developed that provided for assessing the impact on the WMCA's Investment Programme of new projects coming forward, and that this mechanism include an evaluation of carbon counting, social impact and value-added assessments.

*This is in the process of being developed in consultation with Leaders. Inclusive Growth is a CA-wide commitment, and the environmental impact will also be included in the Investment Programme profiling of projects. An update will be provided through Investment Board to the CA in due course.*

Recommendation B) An environmental impact assessment be undertaken before any new WMCA policy was introduced so that its direct impact on the environment was assessed as part of wider policy considerations.

*The Authority will consider this introduction as part of its environment action plan*

Recommendation C) Any assessment of the regional skills gap be focused on addressing the future and projected skills needs of the region.

*The WMCA Regional Skills Plan was based on a comprehensive evidence base delivered through the Productivity and Skills Commission. This took input from regional employers and academics, was based on analysis of all available evidence, and was developed with local partners. The CA will continue to promote an approach to addressing current and skills needs that actively engages employers and skills providers in understanding and responding to issues as they emerge.*

Recommendation D) A commitment be given to fund the Young Combined Authority for the four-year period 2020/21- 2023/24.

*This is a priority for WMCA and the intention is for this to continue however on a one year funding settlement arrangement with constituent authorities and government it is not possible to commit to future years until the funding position is clearer and more secure.*



Recommendation E) Investment be prioritised to reflect the changing contexts within the region since the WMCA was initially established in 2016 (e.g. climate emergency, economic impacts).

*The Future Investment programme for the region and the shape of any further devolution will take account of the changed context, environment and issues since 2016. It was suggested by Leaders that environmental impact should be in the Investment Programme profiling of projects and an update will be provided to Board in due course.*

Recommendation F) Caution be exercised over the use of reserves to fund the WMCA's revenue expenditure and the need to identify a more sustainable longer-term approach.

*Section 10 of the Authority's budget contains the relevant Section 25 Statement from the Section 151 Officer on the robustness of the budget and the adequacy of reserves. It is acknowledged that during the development of the annual budget the use of reserves is not ideal in balancing a budget however we are content that for one year only this is affordable based on the emerging financial position for the current year and the relative one off nature of elements of the Authority's expenditure. This current approach to reserves has been endorsed by ARAC. The report clearly highlights the financial challenges being faced in the medium term and confirms that WMCA will continue to review existing established budgets to drive efficiencies and continue to lobby government along with other Mayoral Combined Authorities for sustainable funding to be included in government spending plans. The need to identify a more sustainable longer term approach is noted, acknowledged and will be a priority going into the new financial year.*

Recommendation G) The delivery and performance monitoring framework be further developed so that it provided greater public transparency and clarity regarding the successes and challenges in delivering the WMCA's policy objectives.

*Performance Reporting occurs on annual, six monthly, quarterly and monthly cycles to the various boards and committees of the CA. However whilst there is already a comprehensive range of reporting it is recognised the current framework needs to develop and evolve further to facilitate a more integrated and rounded view of organisational wide performance and delivery. New practices and reporting are in development to both strengthen and consolidate performance information with an update report recently shared with both OSC and ARAC including where we are strengthening infrastructure and capacity.*

Thank you for taking the time to engage with the Budget process and I hope you will see that the O&S recommendations have been fully considered and will continue to be developed.

Yours sincerely



**Andy Street**  
**Mayor of the West Midlands**





# West Midlands 5G

WMCA Oversight and Scrutiny Committee

9<sup>th</sup> March 2020



# Objectives

1. What is 5G, what benefits will it deliver and where is 5G in our region
2. Why does WM5G exist and what benefits will WM5G deliver
3. What has WM5G delivered to-date and what will it be delivering next
4. How is WM5G ensuring that the least well-off in society benefit from 5G
5. What is WM5G investing and who is receiving/benefiting from this

# 5G is the next generation of mobile with potential to transform our region

## 5G vs 4G

1. Connect many more devices
2. Shorter delays (low latency)
3. Faster speed
4. Greater reliability
5. Stronger security

## Example use cases



Broadband & media



Smart transport



Utilities



Manufacturing



Healthcare



Agriculture

Source: Ericsson 2017





# For example a 5G healthcare use case which we trialed in 2019

UK  
1st

ITV REPORT 20 June 2019 at 4:32pm

## 5G remote-controlled ultrasound scans 'will save lives and reduce waiting times'

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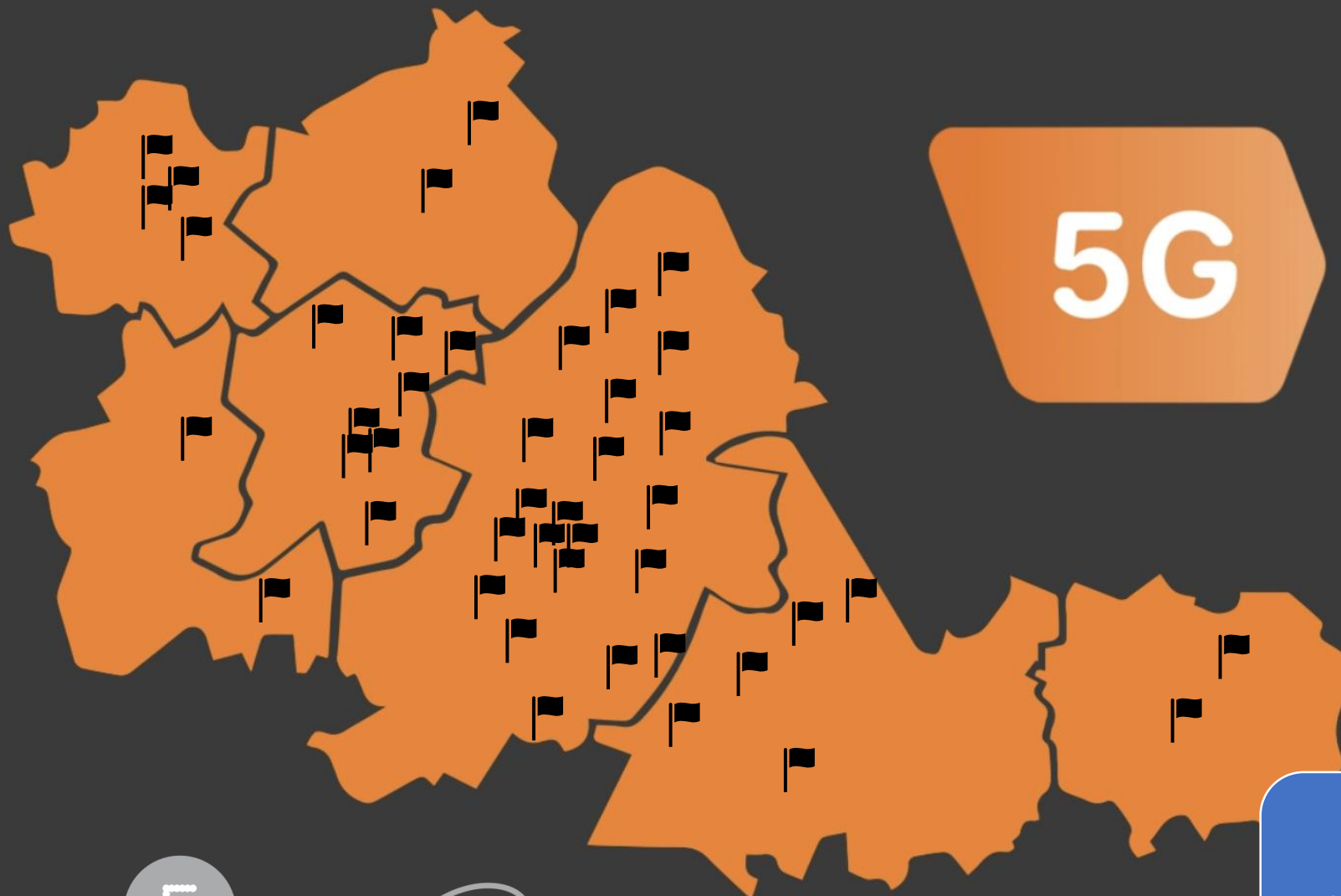
# While our region has been one of the 1<sup>st</sup> in the world to launch 5G

## Towns:

Walsall  
Rowley Regis  
Smethwick  
Dudley  
Wednesbury  
West Bromwich  
Hockley  
Handsworth  
Perry Bar  
Erdington  
Yardley  
Sparkbrook  
Balsall Heath  
Solihull  
Shirley

## Cities:

Wolverhampton  
Coventry  
Birmingham



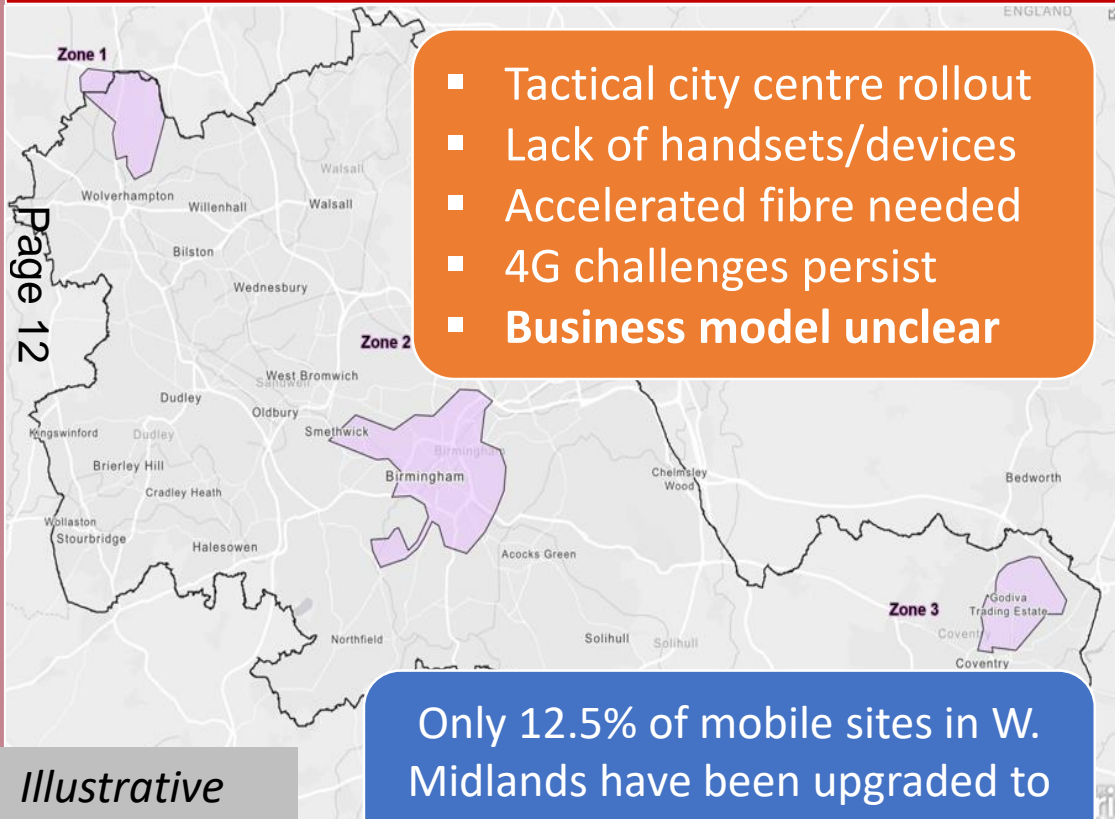
vodafone



It's vital that we  
maximise this early  
mover advantage

# The reality is the benefits of 5G won't happen automatically

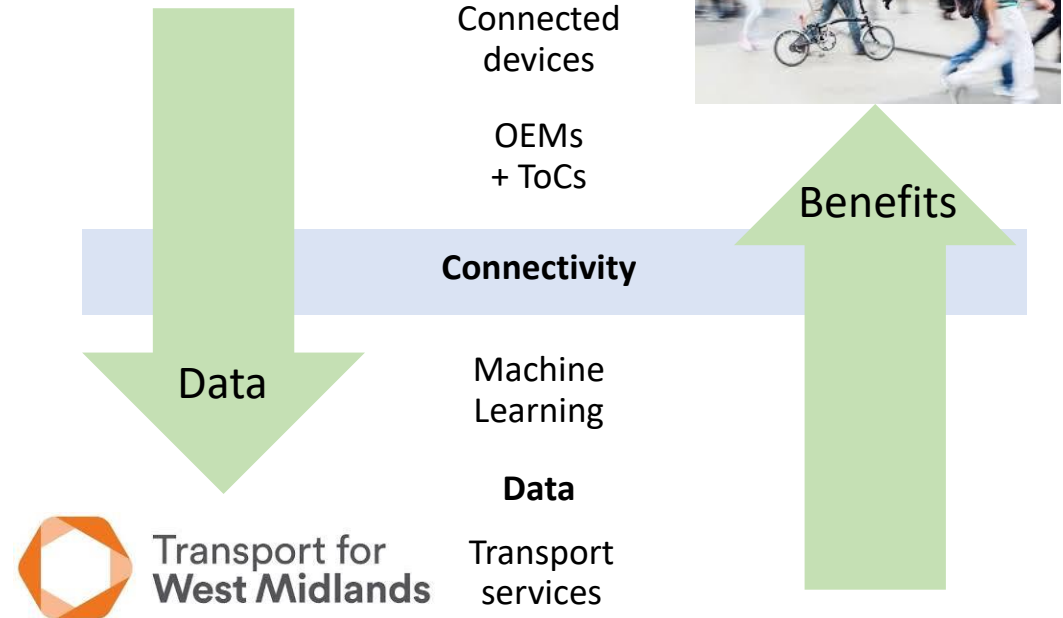
## 5G is in start-up mode



*Illustrative*

## Ecosystem change is needed

**Transport ecosystem :**

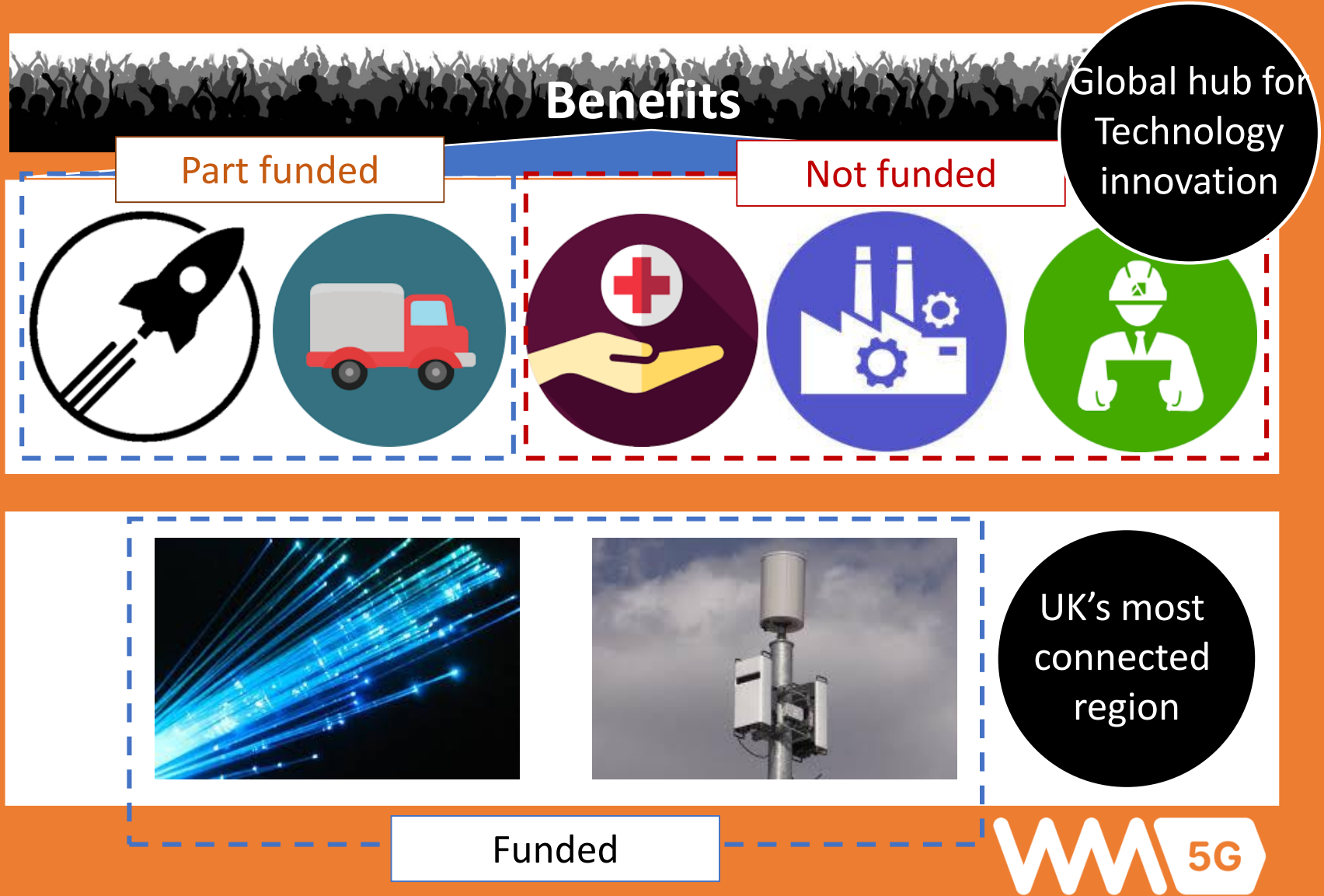




# Hence we've launched WM5G to deliver two key benefits

2  
Test, prove and scale new 5G services

1  
Accelerate 5G & fibre networks



# We're working in partnership with Local Authorities and Operators to reduce the time + cost of rolling out 5G and fibre



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## Shared Infrastructure

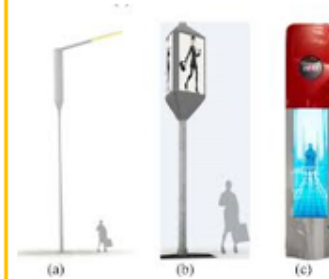
Shared towers and rooftops to cover 'not spots' and 'hot spots'



New models for small cell deployment – Commercial and Technical



Understanding smart Infrastructure



## Fibre

Investigating the extent of full fibre across the region and building a business case to support wider full fibre roll out and, if viable, facilitate its delivery.

## Barrier busting

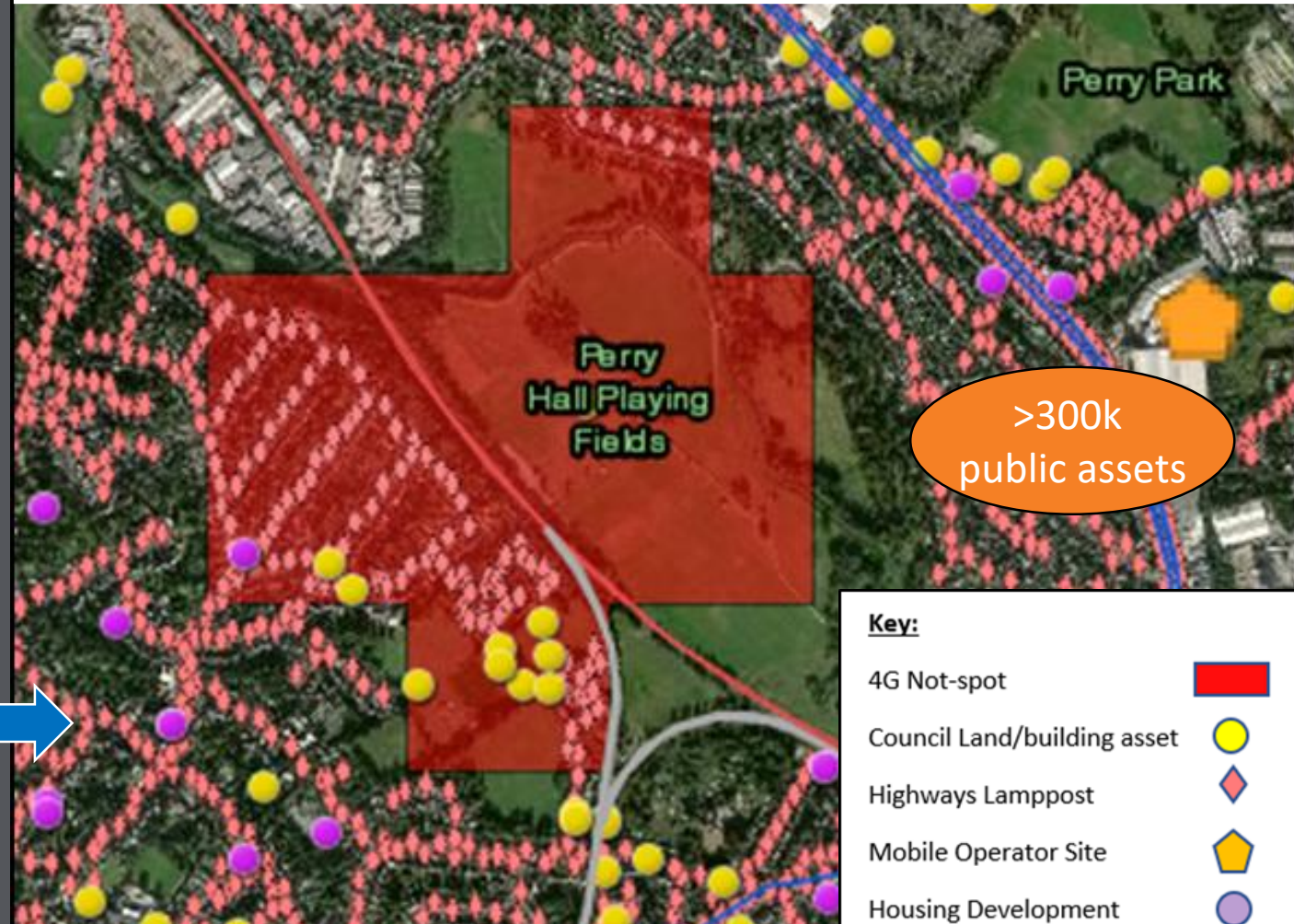
Issues arising from the Electronic Communications Code  
- Interpretation and Implementation  
Town and Country Planning Challenges  
Templated Standardised Wayleaves and Agreements

# Infrastructure Acceleration: Proof points

- ✓ 5G launched in Wolverhampton 6-12 months early
- ✓ Moratorium on public buildings removed by Solihull Council
- ✓ Training for all constituent authorities in latest legal advice
- ✓ Establishment of best practice Head of Terms with Operators
- ✓ Development of digital coverage map with >300k public assets
- ✓ Development of best practice compensation models
- ✓ Fibre acceleration strategy developed

## Screenshot from WM5G digital connectivity map:

A UK first showing where connectivity issues exist and helping to understand how to resolve them. For example:



Multiple layers of data created in the connected map provide an easy way for operators to access the right assets



# We're launching the UK's first 5G Accelerators to help thousands of businesses understand 5G & benefit from 5G innovation

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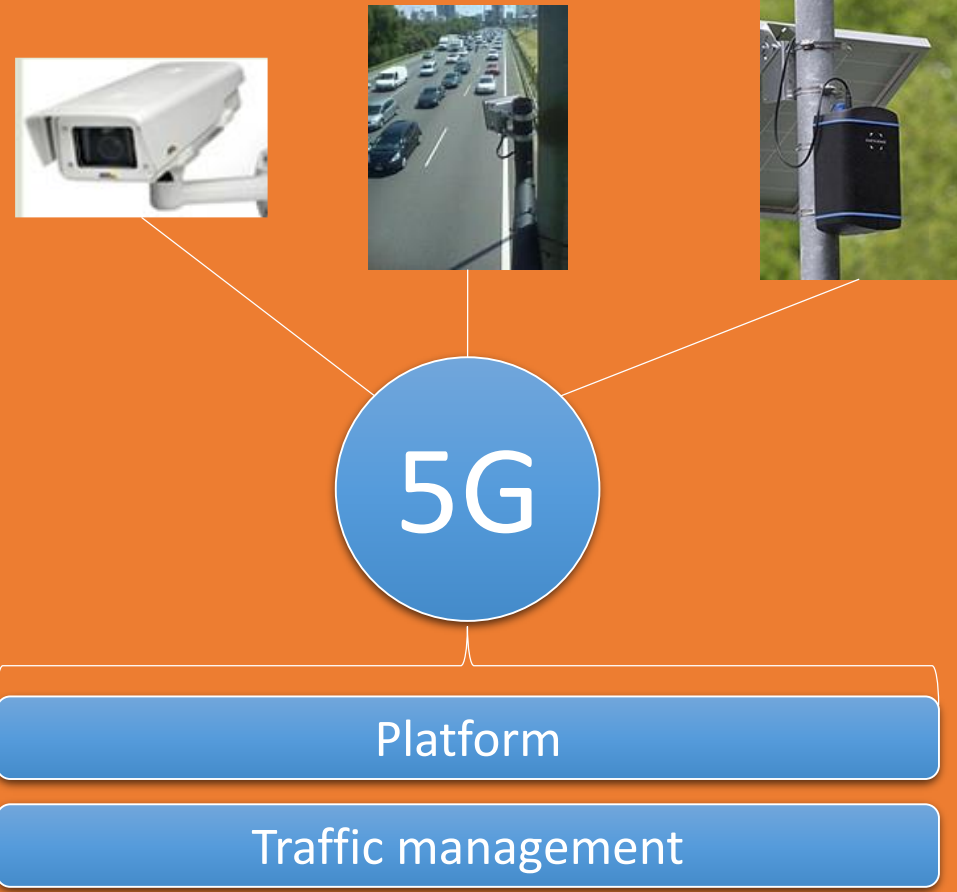


- ✓ **Commercial advice and support**
- ✓ **Access to leading triallists & investors**
- ✓ **Cutting edge private 5G network** - with latest features before release
- ✓ **Commercial 5G network** - with indoor and at least 5km of outdoor coverage
- ✓ **Advanced IoT sensors + devices**

# Hence we're testing, proving and scaling the UK's first 5G sensor network working with TfWM at up to 1,000 junctions



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# And we are undertaking a series of 5G demos and supporting use development through competitions



5G enabled vehicle detected kerbside availability in real-time



5G enabled live HD CCTV from inside a West Midlands Metro Tram



5G CCTV Enhanced Vehicle Counting Sensor



Using radio frequency (RF) characteristics from a 5G mast to count vehicles by volume and type

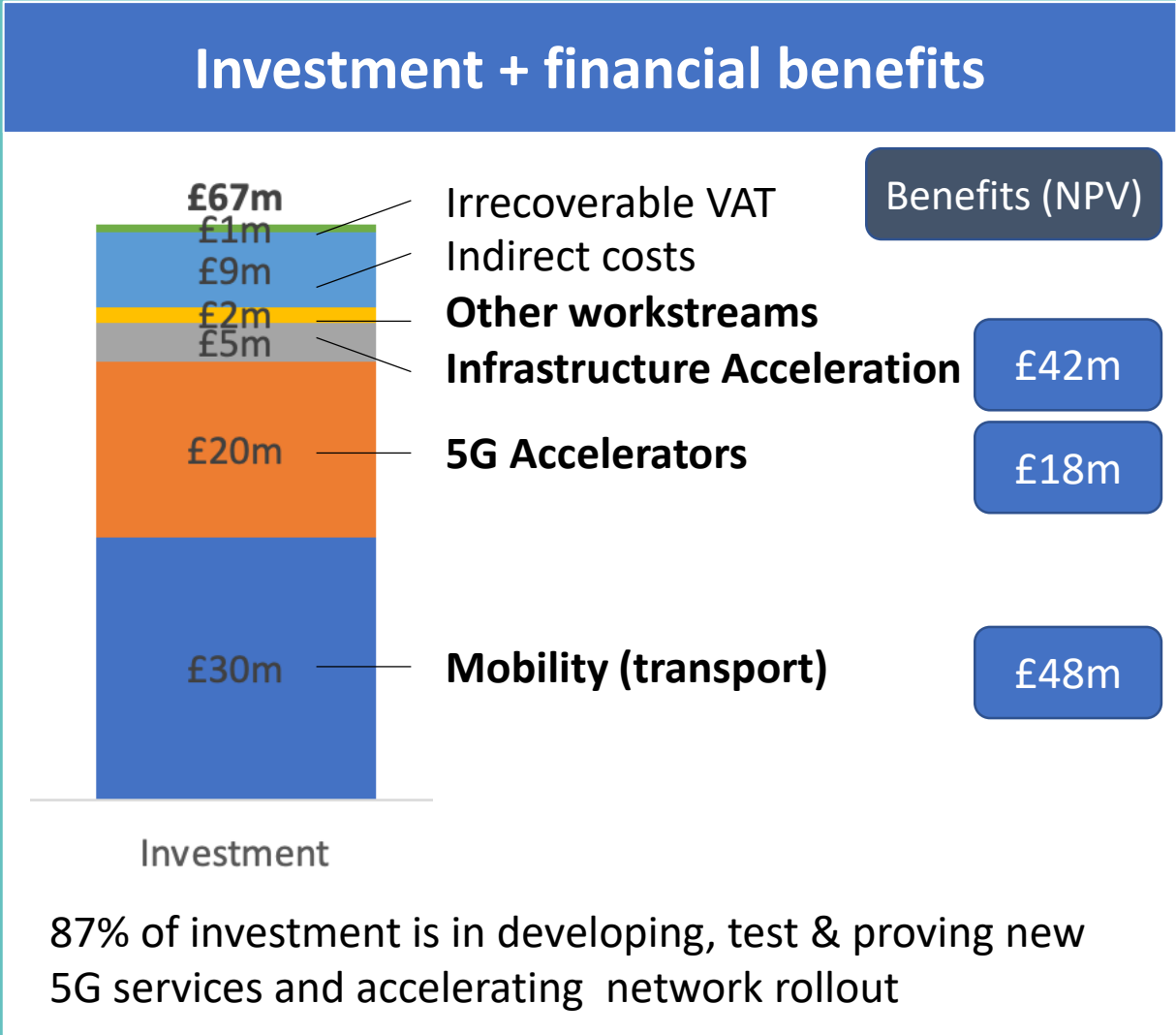
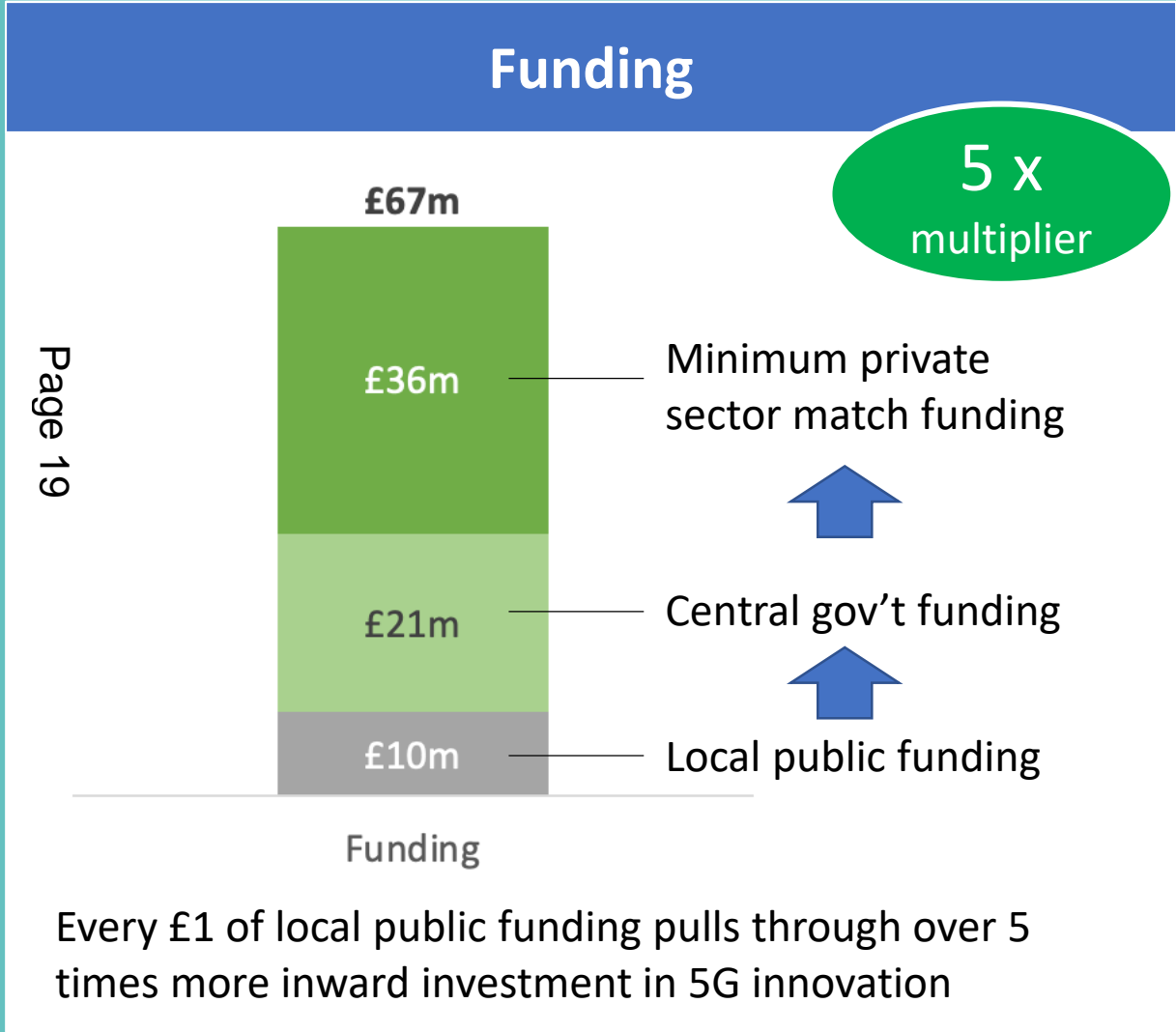


Funding competitions for innovation projects that develop a new 5G service or product





# WM5G is funded on a match basis with £10m of local funding pulling in >£57m of inward investment generating >£100m NPV



# WM5G will deliver social benefits across all three streams

## 5G Accelerators

We are legally committed to run innovation calls to attract entrepreneurs, SMEs and public sector organisations to identify social problems 5G could address and then to design, test and build solutions.

## Mobility (transport)

People from disadvantaged backgrounds tend to rely on public transport more and are more affected by pollution caused by transport. Our focus on reducing congestion and pollution and increasing economic mobility will address some of these challenges for the people who need help most.

## Infrastructure Acceleration

The private sector is already installing 5G connectivity in prosperous city and town centre locations. Our commitment and work to increase the number of 5G sites by 20% takes in areas that are less financially attractive to the private sector and identifies solutions to drive investment in coverage.



# Thank you

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## Overview & Scrutiny Committee

<b>Date</b>	9 March 2020
<b>Report title</b>	Single Assurance Framework Project
<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 7552
<b>Accountable Employee</b>	Julie Goldsworthy, Director of Strategy Email: <a href="mailto:Julia.Goldsworthy@wmca.org.uk">Julia.Goldsworthy@wmca.org.uk</a> Tel: (0121) 214 7541  Tim Martin, Head of Governance & Monitoring Officer Email: <a href="mailto:Tim.Martin@wmca.org.uk">Tim.Martin@wmca.org.uk</a> Tel: (0121) 214 7435

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

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

- (1) To note the report.

## **1. Purpose**

1.1 The purpose of this report is to provide the Overview & Scrutiny Committee with:

- (a) an overview of the Single Assurance Framework Project
- (b) a response to key questions raised by OSC
- (c) an overview of ambitions of the Single Assurance Framework Project as they relate to Governance of the WMCA

## **2. Background**

2.1 The Single Assurance Framework Project draws together several drivers for change from outside and within the WMCA and seeks to address these drivers through a single connected project. These drivers for change are as follows:

- 1. Governance Review & Observations
- 2. National Local Growth Assurance Framework Requirements
- 3. Corporate Services Review
- 4. Audit Actions / A.R.A.C Recommendations
- 5. Monitoring & Evaluation Requirements
- 6. WMCA Governance Continuous Improvement Agenda

2.2 The key elements of the drivers for change are:

- The CA has an ever-developing process to assess progress in delivering its strategic objectives which is not yet able to demonstrate the 'golden thread' from the strategic objective down through to delivery unit performance (demonstrating how actions contribute to delivery of strategic objectives)
- Internal processes for project development are perceived to be overly bureaucratic and not providing effective levels of challenge
- Improvements to processes to ensure appropriate and effective technical challenge should be introduced in replacement of the current Technical Appraisal Panel (TAP) process
- The Investment Advisory Group (IAG) could provide more effective and appropriate challenge and the necessary technical expertise in order to deliver enhanced support for effective decision-making
- The existing Assurance Framework is not compliant with Government's National Local Growth Guidelines following recent changes to the Guidelines

2.3 All these drivers have been recognised and taken on board in a single project entitled the Single Assurance Framework Project which seeks to deliver:

- 1. Improved Strategic and Project Planning processes
- 2. Golden Thread from WMCA strategic objectives through project development and delivery
- 3. Consistent project development processes that meet specific WMCA and National standards across all WMCA activity
- 4. Enhanced Assurance Framework document and processes to reflect improvements to project development, are fully compliant with requirements of Governments National Local Growth Guidelines and deliver ARAC and Internal Audit recommendations
- 5. Creation of a WMCA wide Activity Register with supporting Portfolio Project Pipelines
- 6. Investment Panel to support Investment Board in delivery of a higher threshold of consideration of Investment Programme proposals in order to drive prioritisation,



investment and commercial considerations in decision-making above the threshold required in project development

7. Political oversight of project development and delivery through Thematic Boards
8. Creation of strategic data capture and Monitoring & Evaluation regime to support Performance Management Framework and create a system that enables us to 'deliver' and demonstrate grip over core projects and programmes of the WMCA and ensure WMCA Boards/ Committees have access to required data to perform their roles effectively

### **3. Single Assurance Framework Project**

- 3.1 The intent of the project is to develop a Model that is supportive to Portfolios and Directorates, ensuring earlier input to project development for Legal and Finance, ensuring earlier opportunities for cross portfolio developments and inclusive growth considerations and delivering Director responsibility for the quality of content of projects developed. This involves the development of a Single Assurance Framework for the WMCA that will provide a single set of systems, processes and protocols designed to provide an evidence-based and independent assessment of the governance, risk management, and control processes for the WMCA.
- 3.2 The Assurance Framework enables organisations to monitor, measure and scrutinise to ensure objectives are being delivered and risks managed. It also implements processes to ensure an adequate response if risks or performance are perceived to be unacceptable.
- 3.3 A new Assurance Framework document for the WMCA is therefore under development that reflects the improvements required by the various drivers for change and reflects the developing Single Assurance Framework model that is in development.
- 3.4 The Audit, Risk & Assurance Committee have received reports at their September and November 2019 meetings explaining the intent of the new framework and its development process and providing the opportunity for project challenge. It is the responsibility of WMCA Board to provide final approval of a new Assurance Framework Document. The intention is to take a report to the WMCA Board AGM on 5th June 2020 to consider and adopt a new Assurance Framework document.
- 3.5 A project plan has been developed to deliver the project; this plan has been broken down into 3 tranches which include delivering the following:
- 3.6 Tranche 1
  - Consistent Project Initiation Process driven by Directorates that is in line with WMCA strategic objectives
  - Consistent Project Development Process with WMCA Minimum Standards and guidance to apply to all projects in line with WMCA strategic objectives
  - Thematic Board political oversight and purposeful core roles
  - Financial Delegations appropriate to support effective decision-making
  - Ability to meet Directorate requirements such as 2 stage decision-making and speedy but thorough process
  - Creation of WMCA Activity Register (supported by Portfolio Project Pipelines) to capture required data to support effective decision-making
  - Out of Directorate checkpoint process to provide Directors with observations on maturity of project development and compliance with WMCA Minimum Standards
  - Director Approval process to ensure Director takes responsibility for project progress and quality of its content

- Investment Panel process, to replace IAG, to provide effective support to Investment Board
- Amended terms of reference for Investment Board
- Project Development Support Requirements

### 3.7 Tranche 2

- Establish a consistent process across the WMCA for identifying opportunities and making bids for additional powers/ responsibilities/ funding
- Deliver required improvements (if identified) to Formal Governance Boards and Committees resulting from Tranche 1

### 3.8 Tranche 3

- Improved process and data capture for informing future Strategic Objectives
- Improved Business Planning processes
- Improved Business Delivery Processes
- Enhanced Performance Management Framework
- Strategic Data Capture functionality and delivery
- Monitoring & Evaluation Regime

3.9 The intention is to complete Tranche 1 by June 2020; this will involve a number of documents being considered by at the WMCA Board AGM on 5 June 2020. These are:

- Single Assurance Framework Document
- WMCA Constitution
- Thematic Boards Terms of Reference
- Investment Board Terms of Reference

3.10 An overview of the Single Assurance Framework Project has already been provided to the Overview and Scrutiny Committees Governance Review Working Group. At the present time, those leading the project are working up the finer details of how these proposals can be put into practice in conjunction with the WMCA Senior Leadership Team. This includes a greater role for Thematic Boards in project initiation, monitoring and implementation, delegation levels which recognise the need for smooth and efficient decision-making whilst delivering transparency and the changes around Investment Board procedures mentioned above.

## 4. **Questions**

4.1 A number of questions were submitted at the OSC Agenda setting meeting to the Head of Governance, answers to these are provided below:

4.2 **Question: How will the new systems being developed drive a sense of political and common purpose?** A key driver for change is ensuring that a 'golden thread' exists from the agreed Strategic Objectives of the WMCA (which should be set by the Board through the Annual Planning process) down through all of its activity and into its deliverables. This means making sure that WMCA investment and spending activity has a strategic fit and is attempting to deliver the agreed Strategic Objectives. An ambition of the project is to develop an assurance model that focuses all aspects of the WMCA on delivery of its strategic objectives, ensuring that it explores cross collaboration opportunities between portfolios to avoid working in silos and monitors and evaluates deliverables to see how successful it has been.

4.3 **Question: How will the systems being developed ensure investment decisions are linked to and informed by WMCA agreed policy?** As stated above the ambition is to deliver a 'golden thread' throughout all activity from the strategic objectives down to delivery. Tranche 1 of the project will deliver a project initiation process that will require justification and assessment of the strategic fit of activity as well as monitoring and evaluation plans and details on the intended strategic objective benefits of the activity being proposed. The model being developed will ensure strategic data is captured and fed into performance management arrangements, formal Boards and Committees and into the WMCA to enable oversight and accountability of development and delivery of activities.

4.4 **Question: How agile are our changes? (in order to reflect agreed policy i.e. climate emergency)** The intention of the model under development is to ensure a focus on delivering the agreed strategic objectives, therefore if the WMCA amends and adds to these objectives the new intent/ ambition will need to be reflected in the activity that the WMCA undertakes. The Project development process under development for example requires activity to demonstrate how it is compliant with WMCA Major Policy. Obviously, many capital schemes are developed and delivered over a long time period however the system should deliver the ability to be agile in terms of changing priorities where that is appropriate and possible.

In addition the model proposes creating pre-qualification criteria so that all in-year proposals that are received (whether they be internal, from Central Government, LEPs, Partners, Councils) would be required to meet pre-qualification before being considered for initiation. This would include justification regarding the strategic fit of the proposal. There will also be a process for in-year suggestions and developments in order to ensure political oversight where they do not strategically fit with the strategic objectives.

4.5 **Question: How will the new system under development deal with under the radar investment which did not fit WMCA policy/ objectives?**

Another deliverable from the Model will be a WMCA wide activity register that will detail all activity regardless of whether it is in development or delivery. This information will be available for review, with Thematic Boards asked to challenge proposals in development that do not strategically fit or to seek further justifications on how they strategically fit. This information would also be available to the Overview and Scrutiny Committee who could use the data to hold decision-makers to account.

4.6 Members of the Overview and Scrutiny Committee are invited to ask further questions at the meeting as they relate to the Single Assurance framework Project.

## **5. Next Steps**

5.1 A report on the Single Assurance Framework Project with detailed proposals on the Investment Board process will be taken to the Investment Board meeting on the 20 April 2020.

5.2 A report on the project and how it will deal with previous audit recommendations as well as an update on the project will also be taken to Audit, Risk and Assurance Committee on the 21 April 2020. This will be the third time the project has reported into this Committee.

5.3 The intention is to take a new Assurance Framework to the WMCA Board AGM on the 5 June 2020 for approval.

**6. Financial Implications**

- 6.1 The cost of implementing the changes detailed within the report are being managed within existing resources.

**7. Legal Implications**

- 7.1 The WMCA is required to maintain an assurance framework which ensures that investment and spending decisions are made in the light of relevant considerations and proper stewardship of public monies is provided. This report outlines development work which is in progress with the overall objective of ensuring this objective continues to be met.

**8. Equalities Implications**

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

**9. Inclusive Growth Implications**

- 9.1 There are no specific inclusive growth implications arising from this report however improvements to the Assurance Framework, particularly around ensuring that decisions are informed by strategic objectives and policy will enhance the Authority's ability to deliver on its ambitions for inclusive growth.

**10. Geographical Area of Report's Implications**

- 10.1 There are no geographical area implications arising from this report.

**11. Other Implications**

- 11.1 There are no other implications arising from this report.

**12. Schedule of Background Papers**

- 12.1 Not applicable.

**13. Appendix**

- 13.1 There are no appendices to this report.



## Overview & Scrutiny Committee

<b>Date</b>	9 March 2020
<b>Report title</b>	Adult Education Budget – Update on Recommendations
<b>Overview &amp; Scrutiny Committee Lead</b>	Councillor Lisa Trickett
<b>Accountable Employee</b>	Julie Nugent, Director of Productivity & Skills Email: <a href="mailto:Julie.Nugent@wmca.org.uk">Julie.Nugent@wmca.org.uk</a> Tel: (0121) 214 7942

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

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

- (1) Note the update on delivery of the Adult Education Budget, including progress with the recommendations previously made by the Scrutiny Working Group.

## **1. Purpose**

To provide an update on progress with the delivery of the devolved Adult Education Budget, including progress with the recommendations previously made by the Scrutiny Working Group.

## **2. Background**

2.1 The West Midlands Combined Authority (WMCA) took responsibility for the Adult Education Budget (AEB) for its residents from 1 August 2019. Devolved AEB provides funding for adult skills delivery for residents (aged 19 and over) of the West Midlands seven constituent areas (Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton). The allocation to the WMCA for the 2019/20 academic year was £126m.

2.2 At its meeting on 25 February 2019, Overview and Scrutiny Committee agreed key objectives for the review of the devolution of AEB, to be carried out by members of Overview and Scrutiny Committee, in conjunction with Portfolio Leads for Education and Skills from each of the constituent authorities. These were:

2.2.1 To understand the current picture for Adult Education Budget - reflecting historic and national funding priorities.

2.2.2 To understand the opportunity for devolution to better shape provision locally.

2.2.3 To ascertain individual member views on future opportunities to improve local skills provision.

2.3 The review was led by Councillor Lisa Trickett, Chair of the Productivity and Skills and Inclusive Growth Working Group, and Councillor Joe Tildesley, during March and April 2019. A meeting was held with WMCA Overview and Scrutiny Committee members from each of the seven constituent local authorities, joined by their Cabinet Member for Education and Skills, to undertake a deep dive with the Director of Productivity & Skills and her team, into the use of the Adult Education Budget in each local authority area. An overview detailing what the Adult Education Budget was spent on during the 2017/18 academic year, in relation to local authority residents, was circulated in advance and discussed at the meeting. (This was the latest available full year data available at that time.)

2.4 Overview and Scrutiny Committee considered the report of the working group at its meeting on 12 April 2019 and agreed a series of recommendations to be taken forward. The recommendations and progress to date are detailed below.

## **3. Further Considerations**

3.1 We are at the mid-year point for the first year of delivery. Highlights of our new and devolved approach include:

3.1.1 We have built good collaborative relationships with the skills sector, with a much clearer focus on delivering to regional and local priorities. Colleagues from local authorities have been instrumental in the commissioning of provision and have been working locally to ensure that provision is more joined up. We have established clear feedback mechanisms so that any issues about provider performance or behaviours inform performance discussions. Similarly, examples of good practice are being proactively shared at monthly officer meetings, where



each LA presents ‘a spotlight on...’ Last month Dudley described how they are using AEB provision to support the communities along their inclusive growth corridors and how they plan to develop this further.

- 3.1.2 We have introduced funding flexibilities that enable us to move away from rigid national criteria to more innovative provision that can address current and emerging skills priorities. For example, Solihull College have developed new courses in drone technology, where a different funding rate has enabled them to create a new curriculum in response to employer demand.
- 3.1.3 We have also run a range of ‘test and learn’ innovation pilots to improve our engagement with priority groups. For example, Release Potential’s ‘Returneeship’ programme works with people aged over 40 who are furthest from the labour market to move them back into work. The delivery is centred around the production of a ‘One Show’ style radio show made in the local community with employability skills delivered through experiential learning rather than classroom-based delivery. This was initially developed in 4 Met areas, but the programme was so successful that, at the request of all LAs, we extended this across the region. Walsall LA are further developing the approach to develop a female only returneeship that will work with survivors of domestic abuse and modern slavery.
- 3.1.4 There has been a greater focus on sector-based work academies across the region – where we put on training that helps people to move directly into employment. For example, Sandwell LA and JCP worked with a provider (VSS) to develop a new forklift truck training centre in response to demand for local jobs identified through the Jobcentre.
- 3.1.5 There is increased emphasis on provision for those in work. Netcom Training and North Warwickshire and South Leicestershire College (through their Coventry site) have both offered higher level digital skills training through funding flexibilities, offering vendor qualifications – those that are in demand in the market place rather than generic IT qualifications – meaning there is a better offer for those who want to gain employment or are in work and want to retrain.
- 3.1.6 There has been a reduction in providers operating in the region from over 400 to 94 (48 directly contracted providers with a further 46 sub-contractors). This comprises 22 FE Colleges, 5 Local Authorities, 1 Specialist College, 20 independent and third sector providers with direct contracts. The most significant reductions have come from out of area providers operating under sub-contract agreements often with no reference to local priorities or relationships. This has meant that we can now work more directly with colleges and providers, ensuring a clear focus on meeting priorities; sharing good practice; and enabling good collaboration and better progression for learners. For example, in East Birmingham, we have established an employment and skills taskforce that brings together all those colleges and providers delivering in the area, to ensure a much more joined up approach to engaging learners, supporting progression and responding to local skills needs.
- 3.1.7 We have been able to use ‘repatriated’ funding to give growth to colleges and local authorities. This is against a backdrop of national cuts to funding. We will shortly be bring a paper to the CA Board to set out how we are focusing carefully on performance and where providers are unable to deliver, redeploying that funding to meet in-year priorities.

- 3.1.8 We have also worked closely with colleges, providers, Local Authorities and JobCentres to respond to local redundancies. There is a well-established process in place which allow us to respond flexibly to need with training and support. This gives us some flexibility to respond to in-year economic shocks and we will continue to monitor closely.
- 3.1.9 We are starting to shift the balance to funding being focused on the needs of residents rather than demand from providers. Our proposed funding policies for next year will include the ability to trial financial incentives to ensure that we can stimulate the market to respond to need.
- 3.1.10 We have published an ESOL strategy, developed collaboratively with colleges and providers that sets the direction for our work in this area and also the changes that provider need to make.
- 3.1.11 Our focus has been to encourage more learning that leads to improved employment chances, but we are still keen to preserve a broader offer for learning, recognising its importance in delivering wider social, health and community benefits. The region's Adult and Community Learning Alliance is working on improved metrics to better demonstrate the importance and impact of this type of learning.
- 3.2 Areas for continued focus or further development include:
  - 3.2.1 Building capacity to support people in-work. The main area of under-performance in contracts has been in the offer to those in work. This has been an area neglected by national funding policy (outside of Apprenticeships) so we recognise the need to prioritise and build capacity.
  - 3.2.2 Consider how we can engage smaller providers who struggle to access funding through public procurement – successful examples include Wolverhampton Local Authority using its growth funding to support 5 smaller providers as part of their Learning Platform and South and City College testing paid community engagement business models. This will be a continued focus for our LA and LEP employment and skills officer group.
  - 3.2.3 Developing more sophisticated approaches to procurement and contracting in areas of market failure. Skills and qualifications below level 2 are easily provided for by the market but we need to stimulate the market to deliver higher levels, particularly in Coventry and some parts of the Black Country.
  - 3.2.4 We will continue to adopt a sector and place-based approach to developing provision, with a clear focus on training and retraining individuals to support job entry and career progression. Engagement with employers is critical here. We will build on successful work with construction, digital and creative employers, extending in to areas where there is clear local demand – for example health and social care -as well as areas of regional significance – e.g. green jobs. We are working with colleagues in Wolverhampton LA to identify best practice in using local and regional procurement levers to create opportunities.

#### 4. **Progress Update** Recommendation 1

Through the commissioning process, WMCA should:

*ensure that all providers in receipt of AEB demonstrate an understanding of the communities that they are delivering to;*

*ensure that all providers in receipt of AEB demonstrate a commitment to collaborate with other providers and the local authority to deliver the best service for communities;*

*ensure that the potential for duplication of activity is limited; and*

*ensure that there is a reduction in the number of providers operating in the region*

*providers funded through AEB should demonstrate links with local communities and local employers wherever possible*

- 4.1 The procurement process asked all providers to demonstrate their experience of working with identified client groups and to provide their local locations for delivery as part of their submission.
- 4.2 Each local authority has met with the colleges and providers who have contracts in their area, to discuss provision and collaborative ways of working. There are different levels of engagement across these arrangements, but a clear determination to develop progression paths for learners, building on the offer across a range of providers. For example, colleagues from Dudley have produced a matrix of provision which helps when working with residents and employers. It includes the wider support offer through ESF - Skills Support for the Workforce and the National Careers Service. This has enabled the development of a Dudley-wide offer that can be communicated to learners.
- 4.3 Our performance management process has also reviewed the commitment to working in partnership closely. The process included feedback – for each college and provider - from key local partners including local authorities and JCP. Any areas of concern were flagged – although most of the feedback pointed to increased local collaboration.
- 4.4 We have worked with local authorities and JCP to ensure that we are providing residents with the skills required by local employers, so more people can be helped in to jobs. For example, Walsall and Sandwell LAs identified a need for security training linked to local employment opportunities. We commissioned new training – from Dudley College and Telford College – to meet this need.

#### Recommendation 2

*WMCA to develop a method of tracking learner destinations in relation to AEB in order to demonstrate the impact of devolution. This methodology should include the voice of the learner; and:*

*WMCA to set clear, measurable targets to demonstrate the impact of AEB.*

- 4.5 Historically, destination data has been poorly collected by the sector, limiting our ability to understand the impact of courses. Following discussions with WMCA, the region's FE Colleges have jointly contracted an independent research agency to collect and report destinations of all their AEB funded learners – this will provide a much more comprehensive and robust analysis and validated response. This data set will be received later in the year.

- 4.6 We do have a more informed picture of the destinations of learners supported through contracted provision (i.e. private training providers) which we are reviewing as part of regular performance discussions.
- 4.7 The destination data for learners supported through Adult and Community Learning has historically been mixed, however the Adult and Community Learning Association group are working with WMCA to establish a set of impact measures for AEB that will include wider social outcomes such as improved confidence and improved health. There is agreement amongst LAs to move to a single set of definitions from 2020/21.
- 4.8 WMCA has commissioned an independent four-year evaluation with annual interim reports, of the impact of AEB and the impact of devolution. We want to supplement this with user voice where we can hear the experiences of different groups of residents e.g. young unemployed, homeless etc.

### Recommendation 3

*AEB should be deployed as part of a pathway into employment with its role in relation to other funding streams and programmes clearly identified.*

*Further work to be undertaken to identify measures to be put in place that demonstrate how AEB is used to support pathways into employment and further learning.*

- 4.9 Our approach to AEB has been focused on the importance of funding training and education that leads to jobs and to improvements in employment and income for individuals. This does not detract from the wider impact of learning; however we have deliberately been much more focused on deliver economic impact to support individuals in to employment.
- 4.10 We have worked with colleges to remove generic employability courses and instead look at how they can deepen their work with employers and strengthen their connections with JCP. This is still a work in progress; however we will use the evaluation and destination research to establish a clear baseline and inform future actions, course design and funding and contracting.
- 4.11 The WMCA has designed an Employment Support Framework, with the support of local and national partners, which sets out a potential investment framework for future national funding for employment support. This focuses on what good employment support looks like and where funding should be invested to add value to existing funding streams, eg AEB. This is set out at Annex 1.

### Recommendation 4

*WMCA should increase the amount of provision delivered in priority skills sectors; and WMCA should ensure that all AEB funded employability courses add value to an individual's journey into employment.*

- 4.12 We have seen some progress with the increased delivery of higher-level skills, particularly with FE colleges. There have been increases in engineering, manufacturing and electrical higher-level skills at Dudley College, South and City College and Warwickshire College who are all testing part subsidies for qualifications. Solihull College made significant increases in their higher-level skills delivery through subsidies for business and professional courses and the introduction of new courses e.g. Drone Piloting. We are

in discussions with local colleges and providers to look at how we can support more higher-level provision in Coventry.

- 4.13 Private training providers have made slower progress in the delivery of higher-level skills with the exception of Netcom who are offering a range of digital qualifications and training at higher levels. This has been addressed through performance discussions and we expect further improvements this year.
- 4.14 We have further work to do to ensure that all low-level, employability courses genuinely add value. The destinations work will give us a baseline for measuring but closer working between WMCA and JCP means we are more swiftly able to identify where there are good courses and where there are courses not moving people into work. Where courses do not move people into work at the required performance levels then we will not continue to contract for this provision in 2020/21.

#### Recommendation 5

*WMCA to work with local authorities to understand the potential role of AEB in supporting learners with additional needs and shape provision to respond to this.*

- 4.15 The Skills Advisory Board has identified that support for learners with learning difficulties and disabilities aged post 19 is not well understood and/or coherently integrated with other support. WMCA is working with Sandwell and Coventry Local Authorities to understand this area in more detail. This will include mapping of existing provision and services and a better articulation of need and demand. This will inform a more detailed discussion paper that will be taken to the next Skills Advisory Board to inform future policy.
- 4.16 The initial findings are:
- There is very little bespoke provision for learners with additional needs beyond the age of 19. Most provision is within FE colleges and learners infill into courses and receive additional learning support – either in class, small group or individual as required. For many individuals this is appropriate however, there is felt to be a lack of associated work experience and career planning alongside the course.
  - Adult and Community Learning (ACL) makes limited use of additional learning support funding, which is available as part of the allocation. This is often because they are offering non-accredited learning and are not subject to formula rates. There is scope for ACL services to offer greater support and use their flexibilities to bespoke the offer.
  - Independent training providers have a limited offer to this group, unless they are a specialist provider.
  - More widely, there are a significant lack of inclusive apprenticeships, supported internships and supported employment programmes, meaning that many who would like or benefit from this opportunity are unable to access places and therefore 'default' to full time further education.
  - There are few examples of individuals accessing part time programmes alongside supported employment to increase skill levels.

#### Recommendation 6

*WMCA to consider how the distribution of AEB funding can be adjusted over time to better align with patterns of need across the region.*

- 4.17 The distribution of funds by geography has been determined by a complex pattern of delivery that has, in the main, been a result of provider behaviour to deliver contract volumes. We have begun the process to move to a more needs-based approach and will continue to develop this with local officers, recognising that there are many aspects of need that need to be considered. The ability to deliver volume of provision does not always directly correlate to need. Many providers have become expert at attracting unemployed residents to undertake learning that does not lead to higher learning or employment. We are starting to change this behaviour through a combination of relationships and contract management, so we get a closer alignment of the provider market to priorities.
- 4.18 We have allocated growth to those colleges who have demonstrated the capacity to grow, in response to clear needs and unmet demand. Recipients have been predominantly based in the Black Country, which has allowed us to increase the offer to residents.
- 4.19 Furthermore, we have used our performance reviews to reduce contract values for those providers who are under delivering at the mid-year point. This has enabled us to re-allocate funds to high performing providers, in line with regional and local priorities.

#### Recommendation 7

*WMCA to consider how AEB can be used to address these barriers, particularly through the innovation strand of its commissioning approach; and  
WMCA to explore how other sources of funding (eg. travel subsidies) can be connected with AEB funded provision to support learners to access courses.*

- 4.20 AEB can currently fund the costs of travel, kit or childcare where this is a barrier to participation. This is well used by FE colleges but is accessed less by adult and community and private training providers. However, the issue is more complex than access to funding. For example, people report that it is difficult to find childcare at a quality provider that a parent is happy to leave their child with that can be booked for days / hours especially at short notice that fits with their study.
- 4.21 We are encouraging more flexible models of delivery by colleges and providers including blended learning and evening offers that both fit round work and other commitments.

#### Recommendation 8

*AEB funded ESOL provision to develop a contextual element so that residents are supported to develop the vocabulary required to enter employment in priority skills areas.*

- 4.22 WMCA initiated a review of ESOL provision which was reported in 'Making sense of ESOL in the region'. <https://www.wmca.org.uk/media/3537/making-sense-of-esol-in-the-region-v4.pdf>. The report recommendations included the development and prioritisation of provision where ESOL is combined vocational training enabling greater access to jobs. We have begun to implement this across the region – for example, South and City College are offering ESOL combined with construction training with a focus on the language needed to understand the health and safety instructions and signage.
- 4.23 A practitioner led group has been established to oversee the recommendations and develop stronger and more shared practice across the region.

## **5. Financial Implications**

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

## **6. Legal Implications**

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

## **7. Equalities Implications**

- 7.1 Investment in skills is vital for supporting the poorest and promoting social mobility. Delivery of the recommendations will help bridge the regional skills equality gap by improving understanding of and encouraging alignment with local needs, supporting learners with additional needs, improving ESOL provision and by addressing issues such as childcare and travel costs which are recognised as key barriers for a number of protected characteristics and people from lower socio-economic backgrounds.
- 7.2 One of the recommendations sets measurable targets to demonstrate the impact AEB and these will need to have specific measures around reducing the gaps for harder to reach groups. The focus on in-work skills development is also key. Women, BME people and people from lower socio-economic backgrounds are much more likely to occupy low productivity sectors and are likely to be left out. Reference to ESOL provision would also support the significant number of newer arrivals whose lack of basic language skills trap them in a cycle of low employment and poverty. It is important that the targets set to demonstrate the impact of AEB aim to reduce the gaps for harder to reach and lower income groups.

## **8. Inclusive Growth Implications**

- 8.1 The development of skills at all levels and for all communities are key to inclusive growth, specifically:
- Aligning investment with need will help to ensure that people who need better jobs (and the higher incomes associated with those jobs) can get them, enabling them to build wealth;
  - More focussed commissioning around local needs should result in better outcomes for the people learning new skills, demonstrating the power of devolution;
  - Delivering AEB as part of life pathway aligned to other services, rather than a discrete service, will result in an offer designed around the needs of diverse people, rather than of individual institutions.

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

- 9.1 Devolution of the Adult Education Budget relates only to the constituent member areas. In non-constituent member areas, AEB will continue to be deployed through the national funding system.

## **10. Other Implications**

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

ANNEX 1 – EMPLOYMENT SUPPORT FRAMEWORK

Customer Journey – support and gaps

	Registering unemployment / benefits advice	Initial support to enter work /self employment	More bespoke IAG	Assessment of / removal of wider barriers	Pre-employment Training / Work Experience	Vocational Skills (unemployed and employed)	Employer engagement/jobs matching	In-work Support / mentoring	In work progression
<b>Core funded offer – mainstream claimants</b>	<b>Jobcentre Plus</b> <ul style="list-style-type: none"><li>Process new claims</li><li>Manage existing claims</li><li>Support claimants to find work</li></ul>	<b>Jobcentre Plus</b> <ul style="list-style-type: none"><li>Short interview approximately every two weeks for those out of work (length and frequency subject to individual needs within overall resource envelope) to assess barriers to work, support job search and refer to further support.</li><li>New Enterprise Allowance – mentoring and an allowance to support self-employment</li></ul>	<b>National Careers Service</b> <ul style="list-style-type: none"><li>Free up to date, impartial advice and guidance on careers, skills and the labour market to anyone aged 13 years and upwards – telephone and web support</li><li>Face to face support to develop a careers and skills action plan. Available through local contracts (Prospects) for those aged 18+ - priority groups are 18-24 NEETs, adults without a level 2 qualification, unemployed over 12 months, single parent with dependant living with them, SEN/disabled, 50+ unemployed or at risk of unemployment.</li></ul>	<b>Jobcentre Plus</b> <ul style="list-style-type: none"><li>Refer to DWP funded and other programmes to access support with specific barriers to work.</li><li>To use DWP Flexible Support Fund to address barriers such as the need for interview clothing, etc.</li></ul>	<b>Adult Education Budget (19+)</b> <ul style="list-style-type: none"><li>Sector Based Work Academy models funded through AEB in collaboration with JCP.</li><li>Training can last up to 6 weeks and includes 3 main components – pre-employment training relevant to the needs of the business and sector, a work experience placement and a guaranteed job interview.</li></ul>	<b>Adult Education Budget</b> <ul style="list-style-type: none"><li>Adult Education Budget funds vocational training for adults both in work and out of work with a focus on regional priority sectors.</li></ul> <b>DfE (Advanced Learner Loans)</b> <ul style="list-style-type: none"><li>Loans available to those aged 19+ to fund a level 3-6 qualification at an approved college or training provider in England.</li></ul> <b>DfE (Apprenticeships)</b> <ul style="list-style-type: none"><li>An apprenticeship is a job that combines practical training in a job with study.</li></ul>	<b>Jobcentre Plus</b> <ul style="list-style-type: none"><li>Local employer advisors and national accounts with focus on recruitment support and links to SBWAs for claimants, particularly the more disadvantaged – support through disability confident scheme, etc.</li></ul> <b>Local Authority</b> <ul style="list-style-type: none"><li>Engagement with statutory services such as business rates, planning, environmental health, procurement, etc.</li></ul>	<b>Jobcentre Plus</b> <ul style="list-style-type: none"><li>Support for those in work on UC to increase their income.</li><li>Rapid response to redundancy</li></ul>	<ul style="list-style-type: none"><li>AEB targeted at those in work</li></ul>
<b>Added value offer requiring future funding – mainstream claimants and non-claimants</b>	Personalised benefits advice. 1-2-1 employment support delivered within the community Toolkit for all frontline staff across the region to signpost unemployed / inactive residents to register for support with help in to work	1-2-1 personalised, intensive employment support. <ul style="list-style-type: none"><li>Able to provide job seekers with more complex needs with more time and support to overcome barriers to work – additional capacity allows for lower caseload and longer, more frequent contact as required.</li></ul>	Diagnostic and career planning tool that can be used across organisations and that creates a flexible training and career plan Practical information about jobs available now – IAG linked to real, accessible jobs.	Work coach/key worker model that allows for more time to be spent with people who have multiple barriers to overcome. Co-location of support services within the community. Support for wider costs – travel, childcare, DBS checks, etc. New approach to accessing and fully utilising Flexible Support Fund rather than funds that are easier to access.	Support for those who are harder to reach – more intensive programmes leading to pre-employment training/SBWAs Access to work experience and volunteering opportunities.	Shorter, more intensive vocational skills programmes Support to overcome wider barriers – travel, childcare, DBS checks etc. built in to training offer Broader flexibility to apply discretion to support claimants wishing to undertake vocational training.	Employer engagement activity – to identify and support recruitment of unemployed, link to training opportunities, etc. Greater co-ordination of employer engagement activity across range of partners with better co-ordination of customer interfaces – opportunity for account management approach. Independent brokers to promote single employer offer Development of talent management approach for businesses Building capacity to deliver of Section 106 and social value commitments	Funding to support those that have moved in to work, to ensure sustainable outcomes and progression. In work mentoring programmes to be more widely available. Wider support for those facing redundancy Better utilisation of Access to Work	Support for those who are under employed and/or wish to changed roles.
<b>Core funded - Youth offer claimants (18-24)</b>					All aspects of core funded adult offer is available other than AEB for under 19’s				



	Registering unemployment / benefits advice	Initial support to enter work /self employment	More bespoke IAG	Assessment of / removal of wider barriers	Pre-employment Training / Work Experience	Vocational Skills (unemployed and employed)	Employer engagement/jobs matching	In-work Support / mentoring	In work progression
<b>Core funded offer – Youth obligation (18-21)</b>		<u><b>Intensive Activity Programme</b></u> A set of workshops and exercises to encourage young people to think more broadly about skills and job goals and help identify any training needs. Support to develop and improve CV and covering letters, interview skills and job search. <u><b>Work search reviews</b></u> Regular support from a work coach tailored to individual needs.			<u><b>Traineeships</b></u> <ul style="list-style-type: none"> <li>6 weeks to 6 months</li> <li>Work preparation training</li> <li>Support with English and maths</li> <li>Work experience placement</li> </ul> <u><b>Work experience</b></u> Guaranteed work experience for a period of 3 months.				
<b>Added value youth offer requiring future funding – in addition to added value adult offer</b>	Programme of engagement to reach the most disengaged – through use of influencers and alternative engagement channels.	Extension of youth obligation to 22-24 year olds			Extension of work experience guarantee to 22-24 year olds Supported internships. Work experience linked to learning. SBWA model delivered over an extended period.			Pre and post employment mentoring.	
<b>Core funded offer – people with complex needs and barriers (in addition to wider adult core offer)</b>	<u><b>DWP Visiting Team</b></u> A visit can be arranged if an individual needs extra help to claim benefits, e.g. because they: <ul style="list-style-type: none"> <li>Have complex needs</li> <li>Are disabled</li> <li>Are a vulnerable young person making a claim for the first time</li> <li>Have nobody else to support them</li> <li>Cannot claim benefits in any other way</li> </ul>	DWP Work & Health Programme DWP Intensive Employment Support Programme		DWP Work & Health Programme DWP Intensive Employment Support Programme			DWP Disability Confident Support DWP Fuller Working Lives support	<b>DWP</b> <ul style="list-style-type: none"> <li>Access to Work</li> </ul>	
<b>Added value offer requiring future funding – people with complex needs and barriers (in addition to wider added value offers)</b>	Support to encourage referrals from health professionals.	Specialist support for specific groups e.g. Mental health, MSK, LD	Tailored versions of programmes where appropriate and/or add-ons for those with complex needs	Ability to access intensive support via call off contracts Travel training and journey planning	Tailored versions of programmes where appropriate and/or add-ons for those with complex needs Supported internships for all ages. Transition to work programmes	Tailored versions of programmes where appropriate and/or add-ons for those with complex needs	IPS and supported employment models, for people with complex needs. Linking needs of individual groups to single employer offer More active support to employers to change working practises to accommodate employees with complex needs.	IPS and supported employment models for people with complex needs. Tailored versions of core programmes where appropriate and/or add-ons for those with complex needs Specialist support for those in work with complex needs for a longer period	

The above does not include support for 16-17 year olds

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## WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: MARCH - MAY 2020

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Equalities Update</b>	To agree a Modern Slavery Policy and adopt an anti-Semitism definition.	20 March 2020	Yes	n/a	Tim Martin	No	Governance
<b>Financial Monitoring 2019/20</b>	To review the latest budget monitoring position.	20 March 2020	No	Cllr Bob Sleigh	Linda Horne	No	Finance
<b>Adult Education Budget</b>	To report early impact of devolution of the Adult Education Budget and consider priorities for the 2020/21 academic year.	20 March 2020	Yes	Cllr George Duggins	Julie Nugent	No	Skills & Productivity
<b>West Midlands Bus Byelaws Update</b>	To provide an update on the progress made to introduce a proposed set of byelaws on the bus network.	20 March 2020	Yes	Cllr Ian Ward	Laura Shoaf	No	Transport

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Perry Barr and University New Railway Stations</b>	To approve the full business cases.	20 March 2020	Yes	Cllr Ian Ward	Laura Shoaf	No	Transport
<b>Moseley, Kings Heath and Hazelwell New Railway Stations</b>	To approve compulsory purchase orders for these new railway stations.	20 March 2020	Yes	Cllr Ian Ward	Laura Shoaf	Yes	Transport
<b>Procurement Update on the Bike Share Scheme</b>	To provide an update on the progress of the award of the Bike Share Scheme.	20 March 2020	No	Cllr Ian Ward	Laura Shoaf	Yes	Transport
<b>WMCA Annual Plan 2020/21</b>	To approve the draft WMCA Annual Plan for 2020/21.	5 June 2020	Yes	n/a	Julia Goldsworthy	No	Governance