

AGENDA

No.	Item	Presenting	Pages
1.	Apologies for absence	Chair	None
2.	Declarations of Interest Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value is thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Chair's Remarks (if any)	Chair	None
4.	Minutes - 6 September 2018	Chair	1 - 6
5.	PSR and Social Economy - Programme Update	Henry Kippin	7 - 14
6.	West Midlands' Homelessness Taskforce: Establishing a Commitment to Collaborate Across Public Services to Prevent and Relieve Homelessness	Neelam Sunder	15 - 36
7.	The West Midlands Violence Reduction Unit	Claire Dhami	37 - 44
8.	Inclusive Growth - Next Steps	Claire Spencer	Verbal Report
9.	Terms of Reference and Membership	Chair	45 - 46



**West Midlands
Combined Authority**

Public Service Reform Board

Thursday 6 September 2018 at 1.00 pm

Minutes

Present

Councillor Steve Eling (Chair)	Portfolio Lead for Public Service Reform
Councillor Patrick Harley	Dudley Metropolitan Borough Council
Councillor Majid Mahmood	Birmingham City Council
Councillor Izzi Seccombe	Warwickshire County Council
Ged Bowles	Improvement & Efficiency West Midlands
Henrietta Brealey	Greater Birmingham Chamber of Commerce
Laura Caulfield	Higher Education
Sue Ibbotson	Public Health England
Paul Jennings	Chief Executive NHS Birmingham & Solihull Clinical Commissioning Group
Tom McNeil	Office of the Police and Crime Commissioner
Sarah Middleton	Black Country Consortium
Jayne Meir	West Midlands Police

In Attendance

Asif Afsar	West Midlands Fire and Rescue Service
Jacqueline Barnes	NHS England
Jennifer Brake	City of Wolverhampton Council
Carl Craney	West Midlands Combined Authority
Claire Dhami	West Midlands Combined Authority
Dr Henry Kippin	West Midlands Combined Authority
Alison Knight	Sandwell Metropolitan Borough Council
Steve McAleavy	Transport for the West Midlands
Jane Moore	West Midlands Combined Authority
Martin Samuels	Association of Directors of Adult Social Services
Claire Spencer	West Midlands Combined Authority

Item Title

No.

8. Apologies for absence

Apologies for absence had been received from Councillor Mike Bird (Walsall Metropolitan Borough Council), Councillor Roger Lawrence (City of Wolverhampton Council), Councillor David Vickers (Dudley Metropolitan Borough Council), Councillor Ian Ward (Birmingham City Council), Catherine Mangan (Higher Education) and Alison Tonge (Director of Commissioning, NHS England).

Apologies for absence had also been received from Dawn Baxendale (Birmingham City Council), Jan Brittan (Sandwell Metropolitan Borough Council), Nick Page (Solihull Metropolitan Borough Council) and Phil Loach (West Midlands Fire and Rescue Service).

9. Nomination of Substitutes (if any)

The following nominations of substitutes had been received:

Councillor Majid Mahmood for Councillor Ian Ward (Birmingham City Council);

Councillor Patrick Harley for Councillor David Vickers (Dudley Metropolitan Borough Council); and

Jaqueline Barnes for Alison Tonge (Director of Commissioning, NHSE).

10. Declarations of Interest

No declarations of interest were made relative to items under consideration at the meeting.

11. Chair's Remarks (if any)

The Chair reminded those present that the Board meeting was for participation by members only and that the subsequent Workshop on 'Inclusive Growth and the Local Industrial Strategy' scheduled to follow the meeting would allow for wider participation.

12. Minutes of the last meeting

Resolved:

That the minutes of the meeting held on 22 February 2018 be confirmed as a correct record and signed by the Chair.

13. Matters Arising

There were no matters arising from the minutes of the meeting held on 22 February 2018.

14. Inclusive Growth Framework

Henry Kippin introduced the report and explained that this was the first step in exploring 'Inclusive Growth' and on work with partners to establish the meaning of the term and how well it was distributed in the region. He added that it was a case of being open with the public on how investment and delivery of housing could be influenced. He advised on the collation of a set of tools in order to establish what the term meant to others.

Claire Spencer presented a report which detailed the first iteration of the Inclusive Growth Framework which sought to capture the positive social and environmental outcomes that the West Midlands would like to realise as a consequence of economic activity. It would move the region on from focusing on Gross Value Added (GVA) as the primary indicator of economic success: GVA becoming less and less useful at lower spatial levels and not informing the region anything regarding the consequences of or participation in economic activity.

The report provided a resource for Member Authorities and other interested organisations' to understand how inclusive the economy of the West Midlands was and was the first of several tools to inform delivery, rather than a performance management framework. It also provided a solid basis for citizen and other stakeholder involvement in developing a definition, vision and a set of useful tools relating to 'Inclusive Growth'.

The current definition of inclusive growth that the framework would build on was 'a more deliberate and socially purposeful model of economic growth – measured not only by how fast or how aggressive it was; but also by how well it was created and shared across the whole population and place and by the social and environmental outcome it realised for local people.

Henry Kippin advised that a further report on this matter would be considered by the WMCA Board on 14 September 2018 and that the framework itself would be subject to rigorous testing, development and revision by the WMCA and its partners.

Councillor Majid Mahmood reported that Birmingham City Council supported the initiative but questioned whether resources were allocated appropriately. He commented that work on this initiative had already been commenced by Sandwell Metropolitan Borough Council and sought an assurance that there would not be a duplication of effort. He also commented that, in his opinion, education was a key factor but was not referred to in the report. He reminded the Board of the number of higher and further education colleges including the HS2 College in the region.

The Chair advised that the intention was to bring people and organisations together and that this would be supported by the WMCA which would facilitate the model being taken forward. The intention was not that the WMCA would undertake the work on behalf of partners but how it was constructed into mainstream business and what interventions the WMCA could bring about. He emphasised that this was not to be treated as a regeneration programme but how things could be done differently, improved and incorporated as a part of integral business. The aim was to deliver 500,000 new jobs in secure employment and proper wages rather than zero hours contracts on minimum wages. The WMCA would not deliver this target but would act as a delivery vehicle on behalf of its partners.

Councillor Izzi Seccombe referred to the 'Health and Wellbeing' perspective and the need to ensure that certain groups were not ignored and/or left behind. She commented on the need to consider 'upskilling' those individuals with learning disabilities and to ensure that vulnerable groups were included in the exercise.

Resolved:

1. That the first iteration of the Inclusive Growth Framework be endorsed;

2. That the composition of the Inclusive Growth Framework and its underlying metrics be noted and adapted as the WMCA draws from Member, partner and citizen insight;
3. That the direction of travel be commended to the WMCA Board.

15. Housing First: Background, Principles Governance & Delivery

Henry Kippin presented a report which outlined proposals to deliver a Housing First pilot across all seven Constituent Authority areas of the WMCA. He explained that the process, which had been tested in many cities around the world, was designed to prevent and relieve the homelessness of rough sleepers with the most complex needs. The Chair advised that the WMCA did not have any legislative powers in respect of homelessness but would co-ordinate collaborative working.

Councillor Izzi Seccombe questioned the working relationship with the Department of Work and Pensions. Henry Kippin explained that this was a test model and he would follow up on this issue. Councillor Majid Mahmood queried the appointment of Birmingham Voluntary Service Council to undertake project management of the mobilisation of the project and suggested that this task would have been performed better by a registered charity or housing provider. Henry Kippin advised that the intention was to establish a 'wraparound' service and offered to explain the proposals in detail to Councillor Mahmood outside the meeting. The Chair reminded the Board that the role of the WMCA was to act as a facilitator with the statutory duty being carried out by the seven Constituent Authorities. Councillor Patrick Harley commented that the proposed number of units to be provided in the Dudley Metropolitan Borough Council area was low and asked whether this was by choice or demand. Henry Kippin reported that this was by choice and offered to follow up this matter with Councillor Harley outside of the meeting.

Resolved:

1. That the award of £9.6 million to the WMCA for the delivery of Housing First for the period 2018 - 21 be noted;
2. That the receipt by Birmingham City Council of £1.44 million to cover the first year of the pilot be noted;
3. That the agreement of the Constituent Authorities to deliver 225 housing units per year for three years, in order to conduct the pilot be noted;
4. That the principles of taking a Housing First approach to supporting people who were sleeping rough into secure accommodation be endorsed;
5. That Henry Kippin address the issues raised by Councillors Seccombe, Mahmood and Harley.

16. Public Service Reform, Inclusion & Cohesion Work Programme

Resolved:

That the Public Service Reform, Inclusion and Cohesion Work Programme be received and noted.

17. Date of Next Meeting - 11 April 2019 -10.00 AM

Resolved:

That the next meeting of the Public Services Reform Board be held on 11 April 2019 commencing at 10:00 hours.

The meeting ended at 1.45pm.

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Public Service Reform Board

Date	26 September 2019
Report title	PSR and Social Economy - Programme Update
Accountable Chief Executive	<p>Phil Loach, Chief Fire Officer to West Midlands Fire & Rescue Authority email: phil.loach@wmfs.net tel: (0121) 380 6909</p> <p>Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200</p>
Accountable Employee	<p>Henry Kippin, Director of Public Service Reform email: henry.kippin@wmca.org.uk tel: (0121) 214 7880</p> <p>Marisia Curran, Programme Manager - Business Improvement email: marisia.curran2@wmca.org.uk</p>

Recommendation(s) for action or decision:

The Public Service Reform Board is recommended to:

- (1) Note that the update of the PSR Team including the key themes for each area moving forward.

1. Purpose

1.1 The purpose of this report is threefold:

- To provide the Board with an update on activities across the PSR workstreams with key items of note.
- Inform of a set of next steps for the team and share key dates for the short term.
- An update on the business improvement programme supporting People, Process and Culture

2. Background

2.1 The work of the PSR portfolio aims to align joined up services for citizens and residents based on need without obvious delimitation between the organisations involved in the service provision and leading to better outcomes for citizens. A shift in focus to more prevention work, rather than dealing with issues later on down the track enables us to improve residents wellbeing in the region.

2.2 Public Services are designed around user needs and this is where the digital, data and technology are used, where appropriate in public services to meet or exceed the service standard. Use of Digital, Data and Technology to improve public service provision, is scaled and where appropriate shared across different organisations, to maximise efficiencies whilst also future proofing the region! Low Carbon energy system for the region through the Environmental workstream.

3. Wellbeing

3.1 The Wellbeing team are working collaboratively to reduce the chronic levels of physical inactivity and inequalities in those who take part and in doing so, using the power of sport and physical activity to contribute to wellbeing and inclusive economic growth. This is set out in the WMCA's West Midlands on the Move Strategic Framework. The WMCA convene the WM wide cross stakeholder work on individual and community behaviour and system influence and change in transport, wellbeing, housing and delivering work at scale including driving a more inclusive and disabled customer focused approach to service improvement, improving public space and realm, inspiring people to be active by doing social and community good.

- The WM has the highest levels of physical inactivity in England and the Black Country the highest in the West Midlands.
- Over 50% of disabled people are currently inactivity.
- Our communities tell us that there are many barriers and opportunities which need to be addressed such as employment, stigma, housing, skills, service provision and transport which would help them benefit from a more active lifestyle.
- Our evidence suggests that an additional 100,000 adults need to be encouraged be active to get to national inactivity levels, this would result in a health saving of approximately £330m and bring a £147m boost to the economy. The most prosperous cities are the most active. If the WM was the most active region, the economic boost and health saving could be 10 fold.

3.2 Instigated the development of the wellbeing charter as part of the WMCA's housing growth, testing impact of improving public spaces and realms by delivering a trial with 4 local authorities with the opportunity to apply learning to deliver at scale.

- Ensuring that the WMCA realises the health and physical activity benefits of active travel including Better Streets and Cycling and Walking infrastructure plans.
- Inspiring people to be active by helping vulnerable adults to live well through Good gym West Midlands and Bounce Alzheimer Therapy trial in Birmingham.
- Leading the implementation of the WM Mayor's Disability and Physical Activity Report by addressing some of the barriers identified through consultation which prevented them getting active such as over 30 organisations have committed to the Include Me WM Pledge and public awareness campaign, health and social care training in encouraging people to be active, public transport behaviour change trial with Swift; establishing a WM Disabled Citizens Network focusing on co-design, production and evaluation.

4. What Next

- In partnership with constituent authorities and with Sport England, the WMCA will convene a collaborative engagement programme including a community of learning and developing shared cultures, values and principles to strengthen this work, we will bring expertise when there is agreed benefit.
- We will contract expertise to evaluate the impact of our collaborative work, not only in getting people active but on behaviour and system influence and change.
- Trial how the sport and physical activity sector can utilise advancements in digital to get more people active.
- Lead work in agreeing the future common priorities which would have the greatest impact in getting more people active.
- As one of the Games Partners, work with stakeholders to agree and implement Birmingham Commonwealth Games Legacy Plans for Wellbeing and Physical Activity.

5. Wellbeing Premium Trial

5.1 This is the trial of a model to test the tipping point at which an employer would initiate wellbeing programmes into the workforce. It seeks to work with 148 small and medium enterprises (SMEs) across the WMCA footprint and works on the premises of a Randomised Control Trial. The programme will focus on key enablers in the company as well as developing wellbeing across mental health, musculoskeletal and lifestyles linking it to the wider WMCA wellbeing and physical activity strategies.

5.2 £1.4m in funding was successfully bid from the Work and Health Unit Innovation Fund with quarterly payments that started in April 2018. The funding covers the costs of the programme team, grant payments to SMEs, network meetings and evaluation partner costs.

5.3 WMCA successfully recruited above the required number of SMEs onto the trial. The recruited businesses represent a wide range of business sectors across the WMCA footprint which will support generalisability and scalability of findings. There has been some drop-out of businesses from the trial due to barriers facing them as an organisation, however we continue to have sufficient power and a well-designed trial that serves the objectives of doing the research and will report and analyse appropriately and transparently. Currently 104 SMEs continue on the trial.

6. What Next

6.1 The pilot is due to run until December 2019 with reporting to be complete by March 2020 to support wider discussion around roll out and policy change with Government Departments in 2020.

7. Findings

7.1 The programme is being formally evaluated by our academic partners- RAND Europe, Warwick Medical School and Warwick Business School. The evaluation will include impact, process and accreditation assessments. Significant amount of learning about the behaviour of SMEs from both those that stay in the trial and those that drop-out will be gained from the trial.

8. Thrive at Work Wellbeing Awards Programme

8.1 Following the cessation of the Work Place Wellbeing Charter the West Midlands Combined Authority have worked with multiple partners and experts to create a new Thrive at Work programme. This programme builds on the existing evidence base and creates a model for improving wellbeing in work place.

8.2 The development broadens the focus of the wellbeing agenda to create a set of enablers within an organisation, developing a social value contract within the organisation. The programme focuses on mental health, muscular skeletal health, improving physical activity and a number other risk factors including poor diet, smoking and poor financial health. The Thrive at Work Programme is available to view here: <https://www.wmca.org.uk/media/2565/thrive-at-work-commitment-framework.pdf>

8.3 There was limited initial capital to develop the programme, so this was done with the current resources available within WMCA and partner organisations. However as the programme has continued to expand rapidly business cases have supported the recruitment of an accreditation manager and mental health commission coordinator for the programme from the mental health commission budget.

8.4 In addition to the 104 businesses that are continuing on the trial and programme another 220 have signed up for just the programme, with a range from 2 employees to over 22,500 employees per organisation. Businesses from across a range of sectors are registered including universities, hospitals, local authorities, construction, manufacturing, charities, schools etc. Nearly 130,000 employees have the potential to be positively impacted through the businesses that are signed up to the programme.

8.5 Some businesses are already close of achieving accreditation, with a significant number of others making good progress on the journey and reporting positive impacts.

9. What Next

- 9.1 Funding from Midlands Engine will support the running of the programme until Mar 2022, however as the programme expands additional sources of revenue including potential franchising of the model, sponsorship and commercialising the awards are being explored. It is anticipated the cost of running and expanding the programme beyond Mar 2022 will be approximately £500,000 per annum.

10. Findings

- 10.1 Reporting will include numbers on the programme, progress and impact on employers and employees.

11. Inclusive Growth

- 11.1 This workstream involves building new ‘architecture’ for the region’s commitment to inclusive growth, and using that architecture to disrupt existing delivery so that it has inclusive outcomes for citizens and their places.

- 11.2 The elements of the overall architecture are :

Name	Recent update
<i>Inclusive Growth definition</i> <i>A more deliberate and socially purposeful model of economic growth – measured not only by how fast or aggressive it is; but also by how well it is created and shared across the whole population and place, and by the social and environmental outcomes it realises for our people.</i>	This definition has been stable for a year – co-developed between WMCA, the Inclusive Growth Unit, and wider civil society. It can be revisited if required, but there seems to be broad approval of it, both in isolation and in how it links to the other elements.
<i>Inclusive Growth Unit</i> A collective of external experts and WMCA officers, which works to develop the intellectual underpinning of inclusive growth, as well as challenging the wider West Midlands to ‘learn by doing’.	One of the IGU members – The Joseph Rowntree Foundation – has agreed to invest into a new staff member for WMCA. Part of their role will be to bring the IGU together on a regular basis, and to ensure that there is broader involvement in their thinking and challenge. This job will go out to advert at the end of September 2019.
<i>Inclusive Growth Framework</i> <i>‘What good looks like’</i> – a set of indicators, framed so as to balance social, democratic, economic, and environmental concerns. If the economy is working to give everyone a chance at a good life in a good place, the indicators should show that. This is the inclusive growth alternative to simply assessing growth, jobs, and trade. Developed with Public Health England, Black Country Consortium, and the wider Inclusive Growth Unit.	A refreshed version of the Framework went to WMCA Board on May 24 2019. Since then, Grace Scrivens (<i>Analyst – PHE secondment</i>) has been using the Framework to analyse and benchmark the inclusive growth corridors. This work has helped us to see whether projects at lower or otherwise custom spatial levels need different indicators to the ones measured regionally.

<p><i>Inclusive Growth Decision-Making Toolkit</i> A five-stage process to help policymakers and decision-makers unlock inclusive growth outcomes from their investments they make into people and place. Developed with MetroDynamics, Joseph Rowntree Foundation, Centre for Progressive Policy, and the wider Inclusive Growth Unit.</p>	<p>The Toolkit has been subject to one significant change since being approved by WMCA Board on May 24 2019. In a working session with the West Midlands Association of Directors of Public Health Network Lead for Inclusive Growth (Deborah Harkins), an additional phase ‘Community Fit’ was added, to give the needs and aspirations of people in their places space and thought.</p> <p>Since then, we have run two ‘soft’ tests of the Toolkit – on Kingshurst Town Centre, and on the Wednesbury / Brierley Hill Metro extension – both with a view to coming up with a wraparound service to the Toolkit that any local authority or other partner can tap into.</p>
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12. Next Steps

12.1 The immediate priorities for the application of these tools are:

- Completing a benchmarking exercise of all of the ‘inclusive growth corridors’ so that WMCA can establish how best to add structure and value.
- Using the soft tests to learn what our local authority partners would find useful in terms of place analysis – e.g. Kingshurst revealed that Solihull would value some updated population insights that reflect how the place has changed since the last Census.
- With Barrow Cadbury Trust’s support, develop a pair of ongoing ‘conversations’ with citizens to work out how we shift from ‘consultation’ to ‘shaping change together’. A proposal for this work is being worked up by Localise West Midlands and Economy, both of which have experience in crafting civil society and citizen engagement.
- A regular ‘symposium’ wherein learning and best practice can be shared, to boost the confidence of regional partners, many of whom are already doing great work.

12.2 Another priority is implementing the Social Economy Taskforce recommendations, notably the ten year business plan, which should underpin WMCA’s support for the social economy over the next ten years, and the gap assessment of the financial landscape. Initial conversations with Big Society Capital indicate that an approach similar to Bristol’s ‘City Funds’ may help to align funds with the big ‘missions’ of the West Midlands – e.g. averting climate breakdown, a great start for all children, etc.

13. Environmental

13.1 To aim of this workstream is to avert climate breakdown, adapt to any ‘locked in’ climate change, make a significant positive impact on our environment and deliver clean growth that improves the quality of life for everyone in the region.

13.2 The most recent developments in this workstream are as follows:

Item	Recent update
Appointment of permanent Head of Environment.	The successful candidate is Jackie Homan, and she will start with the team on November 11 th . There has also been significant recruitment to Energy Capital, the energy system investment and innovation vehicle that WMCA is part of.
Climate Emergency	The WMCA – influenced by the Youth Strike 4 Climate Movement – declared a climate emergency at its AGM. This declaration creates space for greater ambition and more resources, which will be worked into future devolution deal / spending review asks from Government.
Regional Carbon Budget	<p>On July 26 2019, WMCA Board agreed to the following:</p> <p>(1) A West Midlands target of net-zero emissions no later than 2041, with interim targets based on a 2018 baseline of 36% reduction by 2022, and 69% reduction by 2027, supported by the corresponding carbon budgets was set.</p> <p>(2) The estimated financial cost of this transition as 1-2% of GDP, which was estimated at £40 billion for the West Midlands over the period to 2041, and that bringing the target forward ahead of 2041 would require additional investment, was noted.</p> <p>(3) An inclusive transition which protected marginalised communities, maximised support for West Midlands businesses, and helped individuals to change their own behaviours, was committed to.</p> <p>(4) It was noted that a Carbon Reduction Action Plan would be brought back to the WMCA Board in autumn 2019.</p> <p>(5) It was noted that proposals for additional funding would be submitted to the Government ahead of the November 2019 budget or Comprehensive Spending Review to accelerate the West Midlands carbon transition.</p>

14. Next steps

- 14.1 The highest priority for the next few months will be the production of the Carbon Reduction Action Plan green paper, which will act as the basis for collective action and investment into meeting the region's carbon budget. Overview & Scrutiny is keen that the plan also addresses how other key strategies such as the Local Industrial Strategy and the Strategic Economic Plan will contribute to meeting this target.

15. Financial Implications

- 15.1 All workstreams noted within this report are within the overall budget envelope for PSR and associated workstreams.

16. Legal Implications

- 16.1 There are no presenting legal issues from this report.

17. Equalities Implications

- 17.1 Each workstream of PSR is subject to WMCA equalities considerations. There overarching intention is for our work in this space to make a positive shift and strengthen policy and practice around equalities.

18. Geographical Area of Report's Implications

- 18.1 The report itself is relevant to the entire WMCA area. Some specific workstreams (as noted) are restricted to the Constituent geography.

19. Other Implications

- 19.1 No other implications have been identified in this paper.



Public Service Reform Board

Date	26 September 2019
Report title	West Midlands' Homelessness Taskforce: Establishing a Commitment to Collaborate Across Public Services to Prevent and Relieve Homelessness
Portfolio Lead	Councillor Yvonne Davies - Public Service Reform & Social Economy
Taskforce Leads	Cllr Sharon Thompson - Chair of the Homelessness Taskforce Members Advisory Group Jean Templeton – Independent Chair of the Homelessness Taskforce
Accountable Employee	Henry Kippin, Director of Public Service Reform email: henry.kippin@wmca.org.uk tel: (0121) 214 7880 Neelam Sunder, Programme Manager - Homelessness email: neelam.sunder@wmca.org.uk tel: (0121) 214 7849

Recommendation(s) for action or decision:

The Public Service Reform Board is recommended to:

- (1) Note and endorse the progress made by the West Midlands Homelessness Taskforce on establishing a voluntary commitment to collaborate across public services to prevent and relieve homelessness across the region.

- (2) Agree to the development of a practical toolkit which can be implemented by public service partners, and to the active championing of this toolkit and commitment to collaborate within member local authorities, public sector agencies with a view to making a meaningful and public commitment as a region.
- (3) Delegate authority to the Portfolio Holder, Members Advisory Group Chair and Homelessness Taskforce Chair to sign off this toolkit before launch and wider circulation within the WMCA area.

1. Purpose

- 1.1 The purpose of this paper is to update and engage members in the progress made to date by the West Midlands Homelessness Taskforce on establishing a voluntary 'commitment to collaborate' across public services to prevent and relieve homelessness across the region.
- 1.2 This is a bold regional initiative – building on the statutory 'duty to refer' to create a regional commitment that would represent best practice nationally, and would make a real difference to homelessness outcomes across the region. It would see public services – across local government, health, welfare and justice, for example – commit to proactive ways of identifying and addressing the risks of homelessness, and in doing so create a culture of public service collaboration that can better support vulnerable people.
- 1.3 The 'commitment to collaborate' initiative was endorsed by WMCA Board in June 2019, and is a key plank of the commitment made by local partners – via the Taskforce and Members Advisory Group chaired by Cllr Sharon Thompson – to working together to address the root causes in a difficult financial and policy context.

2. Background – West Midlands Homelessness Taskforce

- 2.1 Homelessness is the ultimate form of exclusion for citizens. Its determinants are complex – a mix of funding cuts, policy choices, local circumstances and the ability of the system to come together in preventing and relieving its effects. The Homelessness Taskforce was established in May 2017 with the aim of 'designing out' homelessness in all its forms across the region - that is, to remove those structures, systems and processes that lead to homelessness and 'design in' prevention. Its goals are about systemic change; recognising the constraints on achieving this from fiscal austerity, welfare policy and a fragile economy for those on low pay and insecure conditions.
- 2.2 The West Midlands Homelessness Taskforce was adopted by the WMCA Board on 28th June 2019 and placed within the remit of the Public Service Reform Portfolio. The Taskforce's focus is on actions that can add value to local authority practice, and which can realise the value of collaboration across the region. The Taskforce contributes to the WMCA's policy of supporting a more deliberate and socially purposeful model of economic growth, by ensuring that designing out homelessness is everyone's responsibility. It is cross-party, cross-sector, independently chaired, and is made up of stakeholders from key institutions with oversight from lead local authority members.
- 2.3 The Taskforce is Chaired by Jean Templeton, CEO of St Basils and comprises the seven local authorities and other agencies including DWP, National Housing Federation, Crisis, Women's Aid, Homes England, West Midlands Fire Service and Gowling CLG representing the business community.
- 2.4 The purpose of the Taskforce has been to ensure we are drawing on all of our collective resources and partnerships; working as collaboratively as possible across the region, across sectors and disciplines to tackle the systemic issues which contribute to homelessness and replace with approaches and processes which prevent and design out homelessness.

- 2.5 The Taskforce has received the support of Portfolio Holders for homelessness within each of the constituent Local Authorities with representation from non-constituent members within a Members Advisory Group.

The Taskforce follows the key principles of:

- Achieving System Change
- Working Collaboratively
- Connecting Mainstream Strategies
- A People Centred Preventative Approach

- 2.6 In its first year, the Taskforce undertook a review of homelessness using the positive pathway model of prevention, relief and recovery. Due to the varying nature of homelessness and how the law varies in the way in which it affects homeless people, Task Groups (reporting to the Taskforce) were set up reflecting the primary affected groups – Rough Sleepers; Children & Families; Young People (16-25) and Older Singles (25+). These groups do not exclude other cohorts of homelessness, nor cross cutting issues, which are picked up within the Task Groups or the work of the Taskforce.

3. The Five Objectives

- 3.1 The Task Groups undertook extensive scoping of the gaps and opportunities for designing out homelessness for the four cohorts utilising the positive pathway model, resulting in the identification of five key objectives represented on the 'plan on a page' below.
- 3.2 The diagram makes clear the 'life cycle' approach taken by the Taskforce, and the extent to which a whole system approach will be needed to make a long-term impact on the issue.

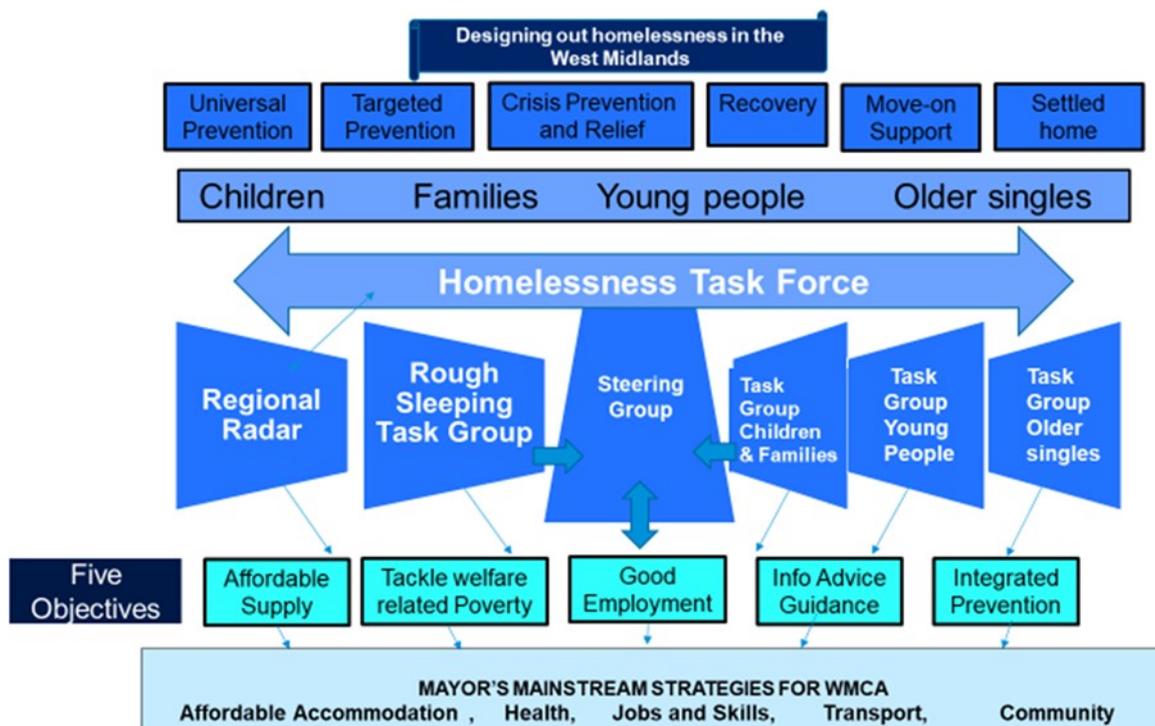


Figure 1 Homelessness Taskforce Plan on a Page

3.3 The Taskforce has been clear that, to be as embedded and effective as possible, its five objectives must be built into the mainstream strategies of public services and must draw from and be reflected across regional practice.

The Five Objectives:

- 1) **Accessible, Affordable, Accommodation;** actions for the WMCA include:
 - Establishing a West Midlands definition of ‘affordable’ that designs out homelessness
 - Housing development enabled by WMCA maximises affordable homes aligned to need
 - Promoting the aspiration amongst social landlords that no one is made homeless

- 2) **Tackling Welfare Related Poverty;** actions for the WMCA include:
 - Supporting the case for reform of evidenced negative impacts arising from Universal Credit
 - Supporting the early review of Local Housing Allowance rates with a view to preventing and alleviating homelessness

- 3) **Access to Good Employment;** actions for the WMCA include:
 - Promote and enable the Youth Housing Offer which supports work and independence
 - Align Employment Support Framework to enable access to work for homeless and vulnerable groups
 - Promoting to employers their role in preventing homelessness, supporting the homelessness sector and creating employment opportunities

- 4) **Information, Advice and Guidance**; actions for the WMCA include:
- Deliver a public facing, homelessness web resource (such as Street Support) of information and advice for the West Midlands
 - Support and develop Alternative Giving Schemes (Change into Action) across the WMCA area
- 5) **Integrated Prevention**; actions for the WMCA include:
- In partnership with the Chartered Institute of Housing and Crisis work to build upon the new duty to refer within the Homelessness Reduction Act to promote and establish a voluntary commitment to collaborate across public services to prevent and relieve homelessness across the region through a series of sector specific roundtables.

4. Homelessness Reduction Act and the Duty to Refer

- 4.1 The Homelessness Reduction Act 2017 (HRA) was introduced in April 2018 and extended the legal responsibilities of Local Authorities, especially around the prevention of homelessness. Anyone who is homeless or at risk of homelessness should be able to access meaningful help, regardless of their priority need status. It also encourages local collaboration and a multi-agency approach to enable people to access the right support for them.
- 4.2 Since October 2018 the HRA has increased expectations of public bodies via the 'duty to refer' for homelessness assistance, of those who are homeless or at risk of becoming homeless. The public services which are subject to the duty to refer include:
- prisons
 - youth offender institutions
 - secure training centres
 - secure colleges
 - youth offending teams
 - probation services (including community rehabilitation companies)
 - Jobcentre Plus
 - social service authorities
 - emergency departments
 - urgent treatment centres
 - hospitals in their function of providing inpatient care

The Secretary of State for Defence is also subject to the duty to refer in relation to members of the regular forces. The regular forces are the Royal Navy, the Royal Marines, the regular army and the Royal Air Force.

- 4.3 The HRA requires these named public authorities to notify a local authority if they come into contact with anyone who they think may be homeless or at risk of becoming homeless. But as a region we can go further. The ambition of the Homelessness Taskforce is for a much wider voluntary commitment to collaborate to be adopted. This would see commitments made across our public services to work more closely together to ensure that no one is made homeless, and that Local Authorities are better supported by the system in discharging their HRA duties. Birmingham has achieved early adoption from Birmingham Social Housing Partnership, trialling the Pathway model as a template and currently consulting with the City's Health partners and are keen to use the framework on a broader basis.

4.4 The proposal to establish a voluntary commitment to collaborate to prevent and relieve homelessness offers an opportunity to integrate services to meet need and demand in a collaborative way and to build upon this new duty. It also enables more effective use of pressurised resources and promotes a collaborative approach to broader upstream inclusion, and thus prevention of the drivers which can result ultimately in homelessness. This will be a national first and has the potential to inform the region's public service reform approach.

5. Sector Specific Roundtables

5.1 Over the past year, the Chartered Institute of Housing and Crisis have been supporting the Homelessness Taskforce to engage with a range of public sector organisations to identify opportunities to establish a voluntary commitment to collaborate across public services in the region. To achieve this, three sector (Health, Criminal Justice and DWP) specific roundtables were hosted with key sector professionals (senior decision makers) to explore ways to enhance the prevention and relief of homelessness through the development of a meaningful shared commitment. All three roundtables were hosted between May and July 2019.

5.2 Using the positive pathways model as a template, attendees at each roundtable were invited to explore and discuss what services were currently in place across their sector (in the 7 Met areas of the WMCA region) in each part of the positive pathway which can be attributed to preventing and relieving homelessness whether directly or indirectly. Attendees were encouraged to take a person-centred perspective, considering the system around the person. In the second half of each roundtable attendees were asked to think about the potential gaps which existed and what opportunities there were to do further work on preventing and tackling homelessness. A summary of the discussions from each roundtable can be found in Appendix 1.

6. Key barriers to collaboration identified in each roundtable

Health

- Lack of common terms and language across sectors
- Commissioning constraints
- Disconnect between policy and the reality of operational service delivery
- Thresholds to access services
- Cuts to funding for services
- Lack of access to mental health services including secondary MH services and rapid access to services other than psychosis diagnosis

Criminal Justice

- Cuts – infrastructure eroded
- Keeping web platforms current – resourcing is an issue
- Eligibility criteria – e.g. housing allocations, age restricted accommodation
- Processes e.g. can't apply online to get on housing register when in custody
- Historic ASB, rent arrears – barriers to accessing social housing

- 2015 change to legislation – increase in short custodial sentences – short, sharp intervention is damaging Vs reduction in community orders which are less disruptive and keep people in the community
- Policy driven consequences
- Housing supply
- Pre-Sentence Reports not prepped in advance
- Friday releases (also weekend, bank holidays)
- Displacement of people
- ‘Market’ is driving the system – need to turn it on its head

DWP

- Hostility around UC, Sanctions and DWP generally
- Policy
- DWP processes/systems not always helpful or understood
- Unregulated exempt ‘supported’ accommodation
- Hostility from private landlords
- Landlords not communicating with claimants re managing payments
- Hands tied re deductions (not always DWP deductions)
- Banks – rules around ID

7. Proposed Next Steps/Forward Plan

- 7.1 To maintain the momentum created by the roundtables, it is essential now to develop and agree a forward plan to inform a series of commitments for organisations to sign up to as their voluntary commitment to collaborate. The following points outline the proposed forward plan. In identifying and presenting these the Homelessness Taskforce seeks the support and steer of the Board in achieving these.
- a) Commission an appropriate organisation to support the Taskforce and WMCA PSR team in creating a practical toolkit to support the Commitment to Collaborate. This will be within the scope of existing allocated budget, and overseen by the PSR team. We will seek to work with a nationally recognised organisation as a means of ensuring the credibility of the work, and its replicability outside of the region.
 - b) Use this product – and its roll-out within the West Midlands – to develop a clear ‘ask’ of government to review the Homelessness Reduction Act and move from a ‘Duty to Refer’ to a ‘Duty to Collaborate’ to Prevent and Relieve. This ‘ask’ will be developed in partnership with the Taskforce, Members Advisory Group and Mayor.
 - c) Through PSR Board, WMCA Wellbeing Board and the variety of local fora available (including Health and Wellbeing Boards, STP groups etc) promote use of Commitment to Collaborate toolkit to ensure prevention is built into developing strategies, policies and programmes.

7.2 These actions, alongside the ongoing work of local authorities and value-add from the Homelessness Taskforce, give us the possibilities of developing systemic practice across public services in the region through a 'Commitment to Collaborate'. The roundtable meetings undertaken this summer in partnership with CIH and Crisis show a real willingness to introduce services, approaches and processes which prevent, relieve and design out homelessness. The Homelessness Taskforce believes that the learning from this approach can be built upon to promote systemic inclusion and thus prevention and relief of exclusion and homelessness more broadly. The WMCA can be at the forefront of developing this approach and the learning can be used to promote good practice nationally.

8. Financial Implications

8.1 There will be a limited cost to externally commission support for this work. This will be contained within the Public Service Reform budget, overseen by the Director of PSR. The team will work with WMCA procurement to ensure that our processes reflect best value but also support social value goals.

9. Legal Implications

9.1 The WMCA does not have specific statutory duties in relation to homelessness. These powers and duties remain with and are discharged by the Constituent and Non-Constituent Authorities. No legal implications have been identified in passing this report, however when public services across the region enter into new commitments to collaborate, any implications will need to be considered on a case by case basis by these services.

10. Equalities Implications

10.1 The work of the Homelessness Taskforce targets some of the most vulnerable individuals in our communities and seeks to prevent homelessness in all of its forms. It has taken a person-centred life course approach to homelessness taking account of the demographics and equalities impacts for Children and Families, young people and older singles as well as those sleeping rough. We have specific expertise within the Taskforce looking at the root causes of homelessness for each group.

11. Inclusive Growth Implications

11.1 The work of the Homelessness Taskforce addresses several of the indicators on the Inclusive Growth Framework. Its overall purpose is to strengthen the region's ability to support some of the most vulnerable people within the region and ensure that inclusive growth means inclusive for all, including those experiencing severe and multiple disadvantage.

12. Geographical Area of Report's Implications

12.1 The work of the Homelessness Taskforce spans across all seven local authorities of the WMCA. The non-constituent members are represented through the Members Advisory Group, and all authorities will have access to the toolkit.

13. Other Implications

13.1 No other implications have been identified in this paper.

14. Schedule of Background Papers

14.1 See Appendix 1.

Appendix 1

WMCA Homelessness Taskforce Voluntary Commitment to Collaborate to Prevent and Relieve Homelessness - Roundtables

Health Sector Roundtable 30th May 2019



UNIVERSAL PREVENTION	TARGETED PREVENTION	CRISIS PREVENTION & RELIEF	RECOVERY	MOVE ON SUPPORT	SETTLED HOME
ALL PRIMARY CARE SERVICES (GP, Dental, Pharmacy and Optometry)	HOMELESSNESS GP SERVICES – mental/physical health				
ACCESS TO GPs/ services (part of primary care (Medical) Policy = GPs cannot refuse access to care)	OPEN SURGERIES for people not registered				
SCREENING SERVICE		INPATIENT SERVICES – responding to crisis rather than prevention	ALL PRIMARY CARE SERVICES		
IMMUNISATIONS SERVICE		MENTAL HEALTH SERVICES			
EMPLOYER/JOBS		DRUG & ALCOHOL SERVICES			
EMPLOYER WELLBEING – HR policies – mental health, DV, homelessness (explicitly mentioned)		HOSPITAL DISCHARGE PROTOCOLS			

Opportunities in the Health Sector

UNIVERSAL PREVENTION	TARGETED PREVENTION	CRISIS PREVENTION & RELIEF	RECOVERY	MOVE ON SUPPORT	SETTLED HOME
<p>ACCESS TO GPs – ensure GP surgeries are accepting people who are homeless – current practice varies better awareness needed – clear messaging i.e. can use GP practice address to register – increased messaging - implement a no missed opportunity approach – focus on workforce culture, professionalism, skills</p> <p>ACCESS TO WIDER HEALTH – ensure access to NHS dental services, screening, immunisations</p> <p>EMPLOYER - who can we employ? – flexing recruitment/safeguarding policies – Ban the Box</p> <p>APPRENTICESHIPS – increase the number, get better at spending the money available (apprenticeship levy) – integrate live/work models</p>	<p>EMPLOYER – create jobs, work experience and volunteering opportunities for people with lived experience and peer approaches – Ban the Box</p> <p>PIE – use and link to workforce</p> <p>TARGETING INJECTING PRACTICES</p> <p>PERSONALISED HOUSING PLANS – training from housing authorities on how the HRA works</p> <p>TARGETED SUPPORT to help navigate the multiple services and hoops</p>	<p>HOSPITAL DISCHARGE - step down accommodation/support needed for hospital discharge , create more discharge liaison officer posts</p> <p>ALCOHOL/DRUG SERVICES – create alcohol /drug liaison services in hospital to facilitate successful hospital discharge</p>	<p>MULTIPLE & COMPLEX NEEDS – consider thresholds for services, implement talking therapies</p> <p>CULTURE CHANGE - deliver services from buildings/places that people frequent rather than surgeries & hospital - tap into community goodwill, faith groups</p> <p>TRANSITION - from residential care</p>	<p>EXPLORE HEALTH NEEDS - impact of TA on children and families what are the health needs of this population?</p>	<p>NHS ESTATES (land and buildings) – empty unused public building bring back in use and contribute to housing supply – use to increase step down accommodation, more live/work schemes - How? work with someone who is prepared to take a risk find a partner to run it for you charge a peppercorn rent - working with a charity - access Homes England £</p>



UNIVERSAL PREVENTION	TARGETED PREVENTION	CRISIS PREVENTION & RELIEF	RECOVERY	MOVE ON SUPPORT	SETTLED HOME
<p>COMMUNITY SENTENCES</p> <p>FIND MY WAY (NPS/CRC), IMPACT PATHWAYS (Police) – information web platforms</p> <p>Page 28</p>	<p>HOMELESSNESS REDUCTON ACT – bringing services together</p> <p>ASB – holistic approach</p> <p>BOND SCHEME (PRS) – incentive for landlords</p> <p>ENTERING CUSTODY - NPS/CRC – assessment of circumstances, long = look to end tenancy, short = manage/sustain</p> <p>RESSETTLEMENT FAIRS</p> <p>FLOATING SUPPORT SERVICES – e.g. NRPfS</p> <p>NAVIGATORS OUT OF COURT DISPOSAL SCHEME – opportunity to identify offending behaviour, for first time offenders and low level</p>	<p>RESETTLEMENT SERVICE – 12 weeks before if NFA, assess and refer (duty to refer/link into other services)</p> <p>RESERVED BED FUND</p> <p>RENT DEPOSIT SCHEME</p>	<p>NACRO BASS – nationally commissioned service for people on TAG</p> <p>ALCOHOL/MENTAL HEALTH/DRUG TREATMENT ORDERS</p> <p>RECALL – 14/28 days</p>		

	<p>PREVENTATIVE SERVICES – e.g. CARA Scheme (perpetrators of DA), knife crime (harm reduction), drugs intervention service in custody, BC Women’s Aid – prevent women entering custody</p> <p>CHILDREN – working with those whose parents in custody</p>				
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← Opportunities in the CJS Sector →

UNIVERSAL PREVENTION	TARGETED PREVENTION	CRISIS PREVENTION & RELIEF	RECOVERY	MOVE ON SUPPORT	SETTLED HOME
<p>←</p> <p>EDUCATION – housing related - in schools</p> <p>WEB PLATFORMS – better awareness, roll out to other professionals – partnership approach</p> <p>POLICIES – review of unintended consequences</p>	<p>→ DUTY TO REFER – role in PHPs</p>	<p>PROBATION DEVELOPMENT – funding to strengthen service</p> <p>PARTNERSHIP – tap into voluntary sector, get to know who key players are, joined up discharge</p>	<p>ACCESS TO INFORMATION – in prison</p> <p>JOIN UP SERVICES – commissioning approaches to strengthen partnership and expertise – link to</p> <p>COMMUNITY SAFETY PARTNERSHIPS</p>	<p>PARTNERSHIP – e.g. with Homes England £ to provide the right type of accommodation</p> <p>TENANCY STARTER KITS</p> <p>KITEMARK – establish for non-commissioned accommodation – put onus on providers to ensure they are safe</p> <p>PROGRESSION SERVICES e.g. getting people into employment</p> <p>CULTURE CHANGE – short term to long term solutions</p> <p>DATA – info in custody suites, where is the best possible place to provide services?</p>	<p>→</p> <p>CUSTOMER JOURNEY – commission research to understand routes</p> <p>LOBBYING – government on housing investment decisions – communicating concerns about rise of unregulated exempt HMOs</p>

Achieving collaboration and aligning systems

- HMPPS (MOJ) National Accommodation Strategy
- PCC supporting scrapping the Vagrancy Act
- Culture change – shift to early intervention and prevention
- Solihull, Wolves holistic ASB service

- Child First Approach to Policing – trying to reduce trauma and inform CJS future approach
- Duty to refer – HRA supports aligning the system – opportunity for collaborative PHPs and to use them to make the pathway work more effectively
- Understand what each organisation’s role is – work collectively
- Link to existing services (e.g. voluntary, community groups) and frameworks - join up support for an individual – link in/outreach services
- Dynamic purchasing system commissioned locally – an opportunity for VCS to become directly involved in delivery and bring expertise, shape locally, more about community
- What does the customer journey look like? Where are blockages, quick wins
- Transition from short to long term solutions
- Business Case for CSR – system change work – trailblazer - make case for spend to save – early Vs late spend
- Draw on lived experience – person centred
- Data – how many people are being released to WMCA region? Inform commissioning and influence lobbying

Structures and services currently in place across DWP

UNIVERSAL PREVENTION	TARGETED PREVENTION	CRISIS PREVENTION & RELIEF	RECOVERY	MOVE ON SUPPORT	SETTLED HOME
<p>24/7 CONTACT – online – making sure people get the benefits that they are entitled to – journal notes can flag up concerns to Work Coaches/Case Managers</p>	<p>FOLLOW UP conversations with claimants when needed</p>		<p>TAPPING INTO RESOURCES £ – ESF, Big Lottery, Princes Trust – programmes of support – flexible funding pots for example for travel, clothing</p>		<p>HELP TO CLAIM – CAB contract – for people recently made unemployed to sustain home</p>
<p>PARTNERSHIP WORKING – e.g. landlord forums on UC to help avoid arrears</p>	<p>PARTNERSHIP WORKING – strong links with LA housing options – eviction prevention</p>	<p>PARTNERSHIP WORKING – close links with RSLs to place people in identified voids</p>			
<p>INFORMATION & ADVICE – dispel myths about UC, ensuring appropriate support available for an individual’s circumstances, provide info on Council Tax benefit</p>	<p>SINGLE POINT OF CONTACT – at job centres – homelessness</p>	<p>FLEXIBILITY – switching off conditionality</p>			
<p>EMPLOYMENT SUPPORT – helping people into work (the right job); work with employers to enhance opportunities e.g. for vulnerable/excluded groups; avoid online recruitment only</p>	<p>COMPLEX NEEDS PLANS – working with partners to resolve immediate problems</p>				
	<p>SPECIALIST SERVICES – Inreach/Outreach e.g. P3 Navigators Service (LA funded) P3 staff dropping into Job Centre to prevent homelessness – focus on individuals struggling with rent</p>	<p>OUTREACH – Work Coaches working with other agencies to meet needs e.g. in Walsall – Police supporting rough sleepers to go to Job Centre</p>			

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<p>processes, facilitate work experience and trials</p> <p>EMPLOYER/JOBS</p> <p>EMPLOYER WELLBEING – HR policies to support employees e.g. MH First Aid</p>	<p>payments. Work Coaches in prisons, Crisis Pilot – 2 Coaches in DWP identify housing issues and refer to Crisis for housing support and DWP focus on employment support. Outreach e.g. St Basils Solihull, Shelter for older homeless people in Birmingham, North Youth Offending Service, Harbourne GP surgery and 4 Family Support hubs. Coming soon... outreach at Women’s Aid to support DV and at South Youth Offending Service.</p> <p>TRAINING – e.g. of Work Coaches on Homelessness →</p>	<p>HOUSING FIRST – direct payments to landlords</p> <p>DOMESTIC ABUSE – ability to split payments quickly</p>			
<p>PARTNERSHIP MANAGERS – specialists e.g. care leavers, eviction prevention</p>					<p>→</p>

Opportunities across DWP

UNIVERSAL PREVENTION	TARGETED PREVENTION	CRISIS PREVENTION & RELIEF	RECOVERY	MOVE ON SUPPORT	SETTLED HOME
<p>PARTNERSHIP WORKING</p> <ul style="list-style-type: none"> - Relationships with out of area LAs - Ensure forums are productive and outcome focussed not just talking shops - More work with private landlords - Further work on dispelling UC myths – having conversations to help inform and influence policy change 	<p>PARTNERSHIP WORKING</p> <ul style="list-style-type: none"> - More work with private landlords to iron out Alternative Payment Arrangement issues (policy & practice) - Work with PRS to understand what the cause of the problem actually is - Work with landlords to understand processes and actions that can be taken before arrears have built up <p>SPECIALIST SERVICES - explore alternative points of contact e.g. potential of street outreach service</p>	<p>CONTINUITY OF SUPPORT e.g. for those in supported accommodation or TA, care leavers etc</p> <p>PAYMENTS - e.g. DA support if child benefit being paid to perpetrator</p> <p>SPEED with which able to help rough sleepers and people who are destitute</p> <p>ACCESSIBILITY OF SYSTEMS – consider how people can access if they have no internet e.g. rough sleepers</p> <p>ENGAGEMENT - with rough sleepers who don't/won't access Job Centre</p> <p>NRPS – where does this group go to get help – better understanding needed</p>	<p>TAPPING INTO £ RESOURCES – identify gaps with partners to get to hard to reach groups</p> <p>SUPPORTED HOUSING/EMPLOYMENT – making work pay – removing the disincentive/trap</p> <p>SHARING PRACTICE – e.g. easement of conditions, switching of conditions</p>	<p>PARTNERSHIP WORKING – closer working with LAs to identify exempt supported accommodation correctly, care leavers from other authorities etc</p> <p>TARGETED SUPPORT – advice for people on UC about help with housing costs if in genuine supported housing – support with managing/avoiding overpayments</p>	<p>PARTNERSHIP WORKING – closer working with landlords to link to employment opportunities</p>

Achieving collaboration and aligning systems

- Strengthening partnerships with GPs, hospital services, CCGs (explore commissioning of specific services), Police, housing options and banks
- Being at the right table (e.g. safeguarding Boards, OPCC, Homelessness Taskforce), having the right conversations
- Demystifying the role of DWP

- Using flexibilities to embed homelessness prevention mechanisms – develop a system that reaches everyone
- Where are the points of contacts – touch points – when, where, how – reaching out to others in claimants’ networks
- Draw from good practice examples
- Hard wiring housing stabilisation as the priority above all else
- Tap into available funding
- Conditionality of benefits – use funding to set up own programmes to support people into employment
- Using Job Centres as c/o address

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West Midlands
Combined Authority

Public Service Reform Board

Date	26 September 2019
Report title	The West Midlands Violence Reduction Unit
Portfolio Leads	<p>West Midlands Police & Crime Commissioner - David Jamieson (accountable body)</p> <p>Public Service Reform & Social Economy - Councillor Yvonne Davies</p> <p>Wellbeing - Councillor Izzi Seccombe</p>
Accountable Chief Executive	Jonathan Jardine, Office of the West Midlands Police & Crime Commissioner email: j.jardine@west-midlands.pnn.police.uk
Accountable WMCA Employee	<p>Henry Kippin, Director of Public Service Reform email: henry.kippin@wmca.org.uk tel: (0121) 214 7880</p> <p>Claire Dhami, Head of Public Service Reform and Interim Implementation Lead for the Violence Reduction Unit email: claire.dhami@wmca.org.uk tel: (0121) 214 7947</p>

Recommendation(s) for action or decision:

The Public Service Reform Board is recommended to:

- (1) Note the progress to date on the establishment of a regional approach to violence, vulnerability and exploitation, and the launch of a regional Violence Reduction Unit on 2 October 2019 at Grand Central, Wolverhampton.
- (2) Commit to support the Violence Reduction Unit's 'public health' and prevention programme-led approach – including through the Board's feedback on this paper, and within relevant local forums.
- (3) To agree to regular updates from the Violence Reduction Unit, including specifically on areas where the Public Service Reform Board can better support and help embed its work within constituent areas of the WMCA.

VRU Update Report to WMCA Public Service Reform Board

1. Introduction:

- 1.1 This paper sets out the basis for a collaborative blueprint for place based violence, vulnerability and exploitation prevention and reduction in the West Midlands. It is written as stimulus for discussion – setting out principles, context, opportunities and next steps as a means to more substantial work in the run up to the establishment and launch of the Violence Reduction Unit and thereafter.

2. Background:

- 2.1 On 11 January the WMCA programme board agreed to develop a regional approach to violence and vulnerability and LA Chief Executives agreed in principle, on the recommendation of Preventing Violence against Vulnerable People (PVVP) chair to include the work of the PVVP in these arrangements.
- 2.2 On 13 March 2019 the government announced in their Spring statement £100 million to tackle serious youth violence and the establishment of Violence Reduction Units.
- 2.3 On 4 June the Violence Prevention Alliance (VPA) agreed in broad terms to support the proposed new approach to violence, vulnerability and exploitation prevention and reduction.
- 2.4 On 17 June the Preventing Violence Against Vulnerable People (PVVP) Board agreed to map the current activities and deliverables of the PVVP with a view to transitioning the PVVP activity into the new regional Violence Reduction Unit in the Autumn 2019.
- 2.5 On 8 July the regional partnership developed a bid, coordinated and submitted by the West Midland Police and Crime Commissioner to the Home Office to establish a new Violence Reduction Unit (VRU) in the West Midlands.
- 2.6 On 12 August 2019 the OPCC received confirmation that the West Midlands would receive £3.37 million to establish a VRU. We are awaiting the conditions of grant.

3. Progress

- 3.1 A cross sector working group has worked with stakeholders to build upon the recommendations from PVVP, along with the learning from the VPA, the OPCC's Birmingham focused Gangs and Violence Commission and the national strategy to develop a draft set of principles, vision, mission statement and strategy for a regional strategic approach to violence, vulnerability and exploitation which is rooted in our existing governance structures. The delivery mechanism for this approach will be the West Midlands Violence Reduction Unit (WM-VRU).

- 3.2 The WM-VRU will be a distinct and new vehicle which brings together existing structures and a new model of operation to maximise and enable cross-agency and place-based working. A Board, developed from that already in place for our Violence Prevention Alliance, will oversee the activity of the VRU. It is officer led, drawing on senior expertise from across the public, voluntary, private and academic sectors. This Board will be accountable to the Police and Crime Commissioner, and will report regularly to the PCC's Strategic Policing and Crime Board, as well as to the West Midlands Combined Authority (WMCA) Board and WMCA Wellbeing Board (which in turn brings together health partners and Wellbeing Board chairs) on the progress, metrics and outcomes for the VRU. Our governance structures will reach across partnerships to secure buy in to and from our existing governance and delivery structures. This Board will build upon our existing blueprint of collaboration around violence, vulnerability and exploitation currently delivered through our Violence Prevention Alliance and Preventing Violence Against Vulnerable People (PVVP).
- 3.3 In our first year (to March 2020) the Board will both manage a programme of immediate delivery of interventions as well as undertaking key steps to develop a strong foundation through completing our problem profile and mapping and gapping provision and activity against our strategy. This will allow us to develop a long term systemic public health approach to violence, vulnerability and exploitation reduction through insight and intelligence and evaluating our existing and new programmes. Our ambition is to develop a Board structure and a strategy which builds on best practice, learns as it grows and secures long term sustainable reductions in violence and vulnerability in the West Midlands. Much of the activity in the first year will lay the foundations for a clear whole system approach in the future.
- 3.4 We are using the WHO definition of violence:
- “the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation”***
- 3.5 This definition encompasses all forms of serious violence and exploitation, and also concerns itself with groups that are vulnerable to violence, that is, our children and young people, and vulnerable adults.
- 3.6 The regional strategy for violence, vulnerability and exploitation will be developed over the forthcoming months in collaboration with partners and stakeholders. The developing Vision, Mission Statement and critical success factors are detailed below and we are keen for feedback and input from the Youth Offending Service Heads of Service.

Vision:

Diverse & inclusive communities living safe and fulfilling lives

Mission Statement:

Together, with our partners and communities, we will:

- ***Stop violence before it starts***
- ***Tackle the cause and impact of violence***
- ***Focus on enabling safe futures for our children***
- ***Reduce violence in the West Midlands***
- ***Recognise the diversity of the challenge we face across the region.***

3.7 Our six critical success factors are:

1. We need 'strong foundations' – local and regional partnerships focussed on prevention, working with and for the groups and communities with the most to gain, and using the best collective intelligence we have about the problems and how to tackle them, and identifying what each sector can do to help
2. We need to stop violence before it starts, by tackling the 'causes of the causes' of violence for individuals, groups and communities (primary prevention)
3. We need to stop the progression of violence, by detecting the warning signs early and dealing with the risk factors (secondary prevention)
4. We need to help victims and perpetrators avoid further involvement in violence (tertiary prevention)
5. We need to prevent further violence for those in the criminal justice system
6. We need to change attitudes and social norms – we want the West Midlands to be known as a place of diverse communities living safe and fulfilling lives

3.8 For each of these factors, we will use intelligence to understand the problems for particular populations and communities, and understand the assets and gaps that we need to address. We will review and establish intelligence led, evidence based programmes, initiatives and interventions and assess the level that they should be offered (universal, targeted and specialist). And we will 'learn and improve' as we go, prioritising interventions that address the immediate challenges, as well as build the foundations for a sustained and effective long term plan. We will upscale and enhance our existing programmes.

3.9 An example of how we will do this is in developing a set of sector specific blueprints for violence, vulnerability and exploitation prevention and reduction. Within educational or primary care settings, for example, these will detail the role of key professionals in understanding what primary, secondary and tertiary prevention means for them in their specific roles and sectors, and what evidence based actions or initiatives they deliver to increase resilience, reduce vulnerabilities, address risk factors or tackle concerns. This will cover the range of vulnerabilities depending on the target sector; for example, 'early years' may focus on building positive attachments, whereas colleges may focus on identifying youth criminal exploitation. They will support partners to respond appropriately and effectively to the proposed new duty to collaborate to reduce violence.

3.10 The VRU will be the delivery mechanism for the regional approach and will act as an enabling unit.

3.11 The WM-VRU will:

- Develop and maintain the regional strategic plan and metrics for violence and vulnerability prevention.
- Develop population-level multiagency intelligence and tools for local and regional use.
- Have within it multiagency expertise and provide a focus and leadership for violence prevention in the region.
- Work collaboratively with, and to enable, partnership approaches in local places.
- Commission value-added, evidence-informed interventions with potential for scale up and impact.
- Work as part of national and international (WHO) networks to learn from others, to develop the evidence base for violence prevention and 'translate' it for use in the West Midlands.
- Influence and shape government policy.
- Work in support of local partnerships to enable their delivery; it will hold key relationships with partners in each local area.
- Be led by a Director with a small core team drawn from across the West Midlands and possibly beyond.
- Be driven by a multiagency Advisory Board, and by a multiagency Executive Group.
- Encourage secondments from partner agencies to build capacity and capability and to deliver at pace.
- Make reports to the Police and Crime Commissioner so that he can account to the Home Office for the VRU's work.
- Make reports to the West Midlands Combined Authority Wellbeing Board to support the collective wellbeing ambitions of both the Mayor and LA and NHS leaders.
- Also make reports to the West Midlands Community Safety Partnership, as well as to the West Midlands ADsPH and the WM Metropolitan Chief Executives' group. Through these arrangements the partners will be mutually accountable for progress, and subject to peer challenge.

3.12 The WM-VRU will be responsible for:

- Enabling a violence, vulnerability and exploitation prevention and reduction strategy.
- Delivery of a programme of activity.
- Overseeing a budget.
- Commissioning and oversight of service delivery.
- Fostering local and regional multiagency collaboration.
- Analysing, interpreting and disseminating multiagency intelligence to help understand the problem of violence and the risk factors for it.
- Supporting local innovation and delivery - helping other local commissioners, providers deliver effectively.

- Innovate, evaluate and encourage sustainable scale up of the most promising preventive interventions based on evidence of programmes proven to demonstrate better outcomes.
- Delivery for communication, community engagement and attitudinal change.

3.13 This new regional approach to violence, vulnerability and exploitation prevention and reduction is being led by the WM-VRU executive group who are meeting weekly initially to establish the new unit.

3.14 WM-VRU executive group membership is:

- Interim Chief Executive of Birmingham Council (representing local authorities), Clive Heaphy – Chair of the executive group
- Director of Violence Reduction Unit (upon appointment)
- Director of PHE West Midlands Centre, Dr Sue Ibbotson
- Assistant Chief Constable, West Midlands Police, Sarah Boycott
- Chief Executive of the West Midlands OPCC, Jonathan Jardine
- Director of Public Service Reform, West Midlands Combined Authority, Dr Henry Kippin
- Chief Officer, Birmingham and Solihull CCG (representing CCGs and the Sustainability and Transformation Partnerships) Paul Jennings

3.15 The VRU sought secondments from partners to establish the temporary unit subject to scoping the requirements of permanent posts and appointments. The VRU has appointed a Head of Implementation (Claire Dhami), a communications lead officer (Tom Turrell) and a Programme Manager (Carl Binns). Recruitment processes are ongoing for data analysis and public health specialist positions as well as specific project management.

4. Next Steps

4.1 We are awaiting sign off of the Grant Agreement for the WM-VRU and formal establishment of the unit.

4.2 The multi-agency launch event is planned for 2 October at Grand Central in Wolverhampton. The launch is intended to signify a step change in the partnership movement to enable both an improved response and long term systemic public health approach to preventing violence, vulnerability and exploitation.

4.3 Two priority data intelligence products will be developed, a problem profile which identifies populations, communities and areas which are at risk of or have experience of violence, vulnerability and exploitation and a mapping a gapping exercise which will help each sector and place to understand what activity and provision there in against each aspect of the six critical success factors. These two products will then inform our collective commissioning approach in the future.

5. Considerations for the WMCA Public Service Reform Board

- (1) Could the problem profile be useful to update and publish in terms of a violence, vulnerability and exploitation dashboard? (and if so who might be willing to help the VRU think through what this is?)
- (2) How could you support the WM-VRU launch on 2 October?
- (3) Could the PSR Board offer support and a commitment to collaborate from each organisation to the collective ambition?
- (4) To identify any key strands of work or ambitions which the VRU could explore.
- (5) To consider any additional advice or recommendations to offer to the VRU Executive Group or VRU Board



Public Service Reform Board	
Governance Type	Strategic Development
Purpose	<p>To advise Combined Authority Board on Public Service Reform strategy and policy.</p> <p>To co-ordinate strategy and working group activity and work programmes.</p> <p>To present Public Service Reform models and proposals to the Combined Authority Board.</p>
Accountable to	Combined Authority Board
Membership	<p>Members</p> <ul style="list-style-type: none"> • Councillors • Local Enterprise Partnership (LEP) representatives • Public Sector Partners <p>Advisers</p> <ul style="list-style-type: none"> • PSR Programme Director • Officers of the CA constituent and non-constituent members • Advisers as necessary
Chair	The Chair of the Public Service Reform Board will be nominated by the Combined Authority Board. The Vice Chair will be supported by the Public Service Reform Board.
Voting	All Members of the Public Service Reform Board have one vote.
Quorum	The quorum for the Public Service Reform Board meetings is one third of members.
Frequency	The Public Service Reform Board will meet bi-monthly or more frequently as required to complete the business.



Allowances	No allowances to be paid.
Servicing	The Chair of the Public Service Reform Board will organise appropriate servicing for the meetings.
<p>Functions</p> <p>The role of the Board is to ensure the successful delivery of a Public Service Reform programme. The Board will be responsible for investment, decision making, strategy and risk for Public Service Reform in the West Midlands.</p> <p>The Public Service Reform Board will:</p> <ol style="list-style-type: none"> I. Lead and direct the development of critical enabling capabilities for public service reform, including workforce, digital, data, and research capabilities. II. Identify and exploit opportunities for integrated working and investment to ensure delivery of programme objectives III. Adopt and deliver the principles of PSR. IV. Provide strategic steer and direction to the PSR programme V. Oversee the delivery of the constituent programmes VI. Nominate named lead individuals to oversee and contribute to the delivery of specific work-streams within the overall programme VII. Request timely and regular updates and provide challenge to ensure progress is maintained and milestones are met VIII. Make investment decisions to support delivery of the portfolio IX. Ensure resources are allocated to enable successful delivery of the portfolio X. Drive a set of financial and non-financial benefits and efficiencies through the programme XI. Manage any risks to programme delivery and identify lessons learnt XII. Undertake key decisions and set priorities. XIII. Ensure coherence of PSR portfolio with the wider CA ambition (including the SEP) XIV. Report to and inform the CA on PSR 	
Review	To be reviewed June 2017