



## WMCA Board

**Date:** Friday 12 February 2021

**Time:** 11.00 am **Public meeting** Yes

**Venue:** This meeting will be conducted virtually using Microsoft Teams  
[Click here to view the meeting](#)

### Membership

#### Constituent Members

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

Councillor Adrian Andrew  
Councillor Mike Bird  
Councillor Ian Brookfield  
Councillor Ian Courts  
Councillor Maria Crompton  
Councillor George Duggins  
Councillor Patrick Harley  
Councillor Brigid Jones  
Councillor Abdul Khan  
Councillor Syeda Khatun  
Councillor Ian Ward  
Councillor Qadar Zada

#### Appointing Authority

Mayor of the West Midlands Combined Authority  
Solihull Metropolitan Borough Council

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

#### Non-Constituent Members

Nick Abell

Councillor George Adamson  
Councillor Shaun Davies  
Councillor Matthew Dormer  
Councillor Julie Jackson  
Councillor Tony Jefferson  
Councillor Sebastian Lowe  
Councillor Peter Nutting  
Councillor Jeremy Oates  
Tim Pile

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

Councillor Izzi Seccombe  
Tom Westley  
Councillor David A Wright

**Observers Awaiting Membership**

Councillor Andrew Day  
Mandy Thorn

Warwick District Council  
The Marches Local Enterprise Partnership

**Co-Opted Member**

Lee Barron

Midlands Trades Union Congress

**Observer Members**

Councillor Greg Brackenridge  
David Jamieson

West Midlands Fire Authority  
West Midlands Police & Crime Commissioner

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

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

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# AGENDA

No.	Item	Presenting	Pages
<b>Items of Public Business</b>			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interest Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Chair's Remarks (if any)	Chair	None
4.	Minutes - 15 January 2021	Chair	1 - 14
5.	Forward Plan	Chair	15 - 18
<b>Finance</b>			
6.	WMCA Budget 2021/22	Councillor Bob Sleigh	19 - 118
<b>Culture &amp; Digital</b>			
7.	Regional Approach to Culture - Update	Councillor Patrick Harley	119 - 134
<b>Transport</b>			
8.	Dudley Interchange - Full Business Case Submission	Councillor Ian Ward	135 - 144
9.	Regional Road Safety Progress	Councillor Ian Ward	145 - 168
<b>Minutes</b>			
10.	Strategic Economic Delivery Board - 17 December 2020	Tim Pile	169 - 182
11.	Investment Board - 11 January 2021	Councillor Bob Sleigh	183 - 190
12.	Transport Delivery Committee - 11 January 2021	Councillor Kath Hartley	191 - 196
13.	Overview & Scrutiny Committee - 11 January 2021	Councillor Lisa Trickett	197 - 202

14.	Wellbeing Board - 22 January 2021	Councillor Izzi Seccombe	203 - 208
15.	Environment & Energy Board - 1 February 2021	Councillor Ian Courts	209 - 210
16.	Young Combined Authority - February Update	YCA Representatives	211 - 212
17.	Exclusion of the Public and Press [In accordance with s100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it is likely to involve the disclosure of exempt information as specified in the paragraphs of the Act.]	Chair	None
<b>Item of Private Business</b>			
18.	Dudley Interchange - Full Business Case Submission <i>Private financial appendix (relating to agenda item no. 8)</i>	Councillor Ian Ward	213 - 216
<b>Date of Next Meeting</b>			
19.	Friday 19 March 2021 at 11.00am	Chair	None



**West Midlands  
Combined Authority**

## **WMCA Board**

**Friday 15 January 2021 at 11.00 am**

### **Minutes**

#### **Constituent Members**

Andy Street (Chair)	Mayor of the West Midlands Combined Authority
Councillor Bob Sleight (Vice-Chair)	Solihull Metropolitan Borough Council
Councillor Mike Bird	Walsall Metropolitan Borough Council
Councillor Ian Brookfield	City of Wolverhampton Council
Councillor Ian Courts	Solihull Metropolitan Borough Council
Councillor George Duggins	Coventry City Council
Councillor Patrick Harley	Dudley Metropolitan Borough Council
Councillor Brigid Jones	Birmingham City Council
Councillor Ian Ward	Birmingham City Council

#### **Non-Constituent Members**

Councillor Julie Jackson	Nuneaton & Bedworth Borough Council
Councillor Tony Jefferson	Stratford-on-Avon District Council
Councillor Jeremy Oates	Tamworth Borough Council
Councillor Alex Phillips	Shropshire Council
Councillor Izzi Seccombe	Warwickshire County Council
Tom Westley	Black Country Local Enterprise Partnership

#### **Observer Member Awaiting Membership**

Councillor Andrew Day	Warwick District Council
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#### **Co-Opted Member**

Ayan Aden	Young Combined Authority
Lee Barron	Midlands Trades Union Congress
Kashmire Hawker	Young Combined Authority

#### **Observer Members**

Councillor Greg Brackenridge	West Midlands Fire Authority
David Jamieson	West Midlands Police & Crime Commissioner

#### **In Attendance**

Councillor Kath Hartley	Transport Delivery Committee
Waheed Saleem	Deputy Police & Crime Commissioner
Councillor Lisa Trickett	Overview & Scrutiny Committee

**94. Apologies for Absence**

Apologies for absence were received from Councillor Maria Crompton (Sandwell), Councillor Shaun Davies (Telford & Wrekin) and Councillor Sebastian Lowe (Rugby).

**95. Minutes - 13 November 2020**

The minutes of the meeting held on 13 November 2020 were agreed as a correct record.

**96. Forward Plan**

The plan of items to be considered at future meetings of the board was noted, with the addition of the WM2041 Five Year Plan being considered at the WMCA Board on 19 March 2021.

**97. Financial Monitoring Report 2020/21**

The board considered a report from the Director of Finance that provided updates on the WMCA's finances as at the end of November 2020 (including the financial implications of COVID-19), and an update on the forecast outturn for 2020/21.

Resolved:

- (1) The financial outturn position as at the end of November 2020 be noted.
- (2) The latest forecast for 2020/21, incorporating the latest view of the impact of COVID-19, be noted.
- (3) The £2.5m WM5G guarantee be approved.
- (4) The proposed changes to the Joint Data Team contract be approved.

**98. WMCA Draft Budget 2021/22**

The board considered a report from the Director of Finance that presented a draft budget for consideration, to allow for feedback to inform the final 2021/22 budget report to be approved on 12 February 2021.

Councillor Lisa Trickett noted that the costs of the 2021 mayoral election were still unfunded. Councillor Bob Sleight indicated that discussions were still on-going with the Ministry of Housing, Communities & Local Government regarding how these elections were to be funded, but the WMCA was able to meet the costs of them should additional Government support not be forthcoming.

David Jamieson welcomed the target of reducing the numbers killed or seriously injured on the road network by 40%. He also urged further lobbying on a proposal for the penalty fines levied for 'yellow box' traffic infractions to be retained locally and used for road safety initiatives, rather than having to be returned to the Treasury.

In respect of concerns regarding the adequacy of the budget for environmental projects, Councillor Bob Sleight indicated that the board would be considering further reports on the implementation of its WM2041 carbon reduction strategy, and these would provide detail on how the measures would be funded.

Resolved:

- (1) The consolidated revenue budget monitoring position as at 30 November 2020 be noted.
- (2) The draft WMCA consolidated revenue budget be approved for consultation, which included:
  - (a) the budget requirement for transport delivery 2021/22 comprising three elements:
    - (i) £114.7m a year to be funded from the existing transport levy mechanism;
    - (ii) £3.9m to be funded from grant awarded by the Commonwealth Games Organising Committee; and
    - (iii) a transfer from earmarked reserves of £3.9m.
  - (b) the WMCA delivery budget requirement for 2021/22 of £141.9m comprising of five elements:
    - (i) £129.7m Adult Education spending to be funded from Adult Education Budget funding devolved by the Department for Education.
    - (ii) £5.1m to be funded from other devolution deal grants.
    - (iii) £4.6m to be funded from Constituent Authority fees (fees to remain at the same level as 2020/21).
    - (iv) £0.4m to be funded from Non-Constituent Authority and observer fees (fees to remain at the same level as 2020/21).
    - (v) £2.1m to be funded from other income, including a £1.2m use of reserves created from WMCA's share of 2020/21 Business Rates.
- (3) The inherent risks included within 2021/22 budget assumptions be noted.
- (4) The Mayoral Office budget for 2021/22 of £0.8m, to be funded from additional mayoral capacity funding of £0.8m, be approved for consultation and scrutiny.
- (5) It be noted that there would be no mayoral precept during 2021/22.
- (6) The WMCA's indicative 5 year Medium Term Financial Plan be noted.
- (7) It be noted that a full Strategic Plan would be completed following the 2021 mayoral election, to inform the annual Medium Term Financial Planning exercise to be completed in 2021/22.
- (8) The draft Capital Programme be approved.

- (9) The planned spend on the Investment Programme over the year period be noted.
- (10) The matters identified by Overview & Scrutiny Committee that arose out of the Mayoral Q&A on 11 December 2020 be noted.

**99. Black Country Land & Property Investment Fund - Programme Update and Reprofile Approval**

The board considered a report from the Chief Executive of the Black Country Consortium seeking to secure a reprofile of the Black Country Land & Property Investment Fund programme, to align with current project forecasts of spend and outputs.

Resolved:

- (1) The programme progress delivered to date of the Black Country Land & Property Investment Fund programme managed by the Black Country LEP and its Single Accountable Body (Walsall Metropolitan Borough Council) be noted.
- (2) The previous derogations which had been approved and provided for the Phoenix 10 and i54 Western extension projects be noted.
- (3) It be noted that the Black Country LEP utilised its LEP Assurance Framework, which was compliant with the Government's National Assurance Framework, to manage the Black Country Land & Property Investment Fund programme and would continue to do so until programme closure.
- (4) The programme management costs that were agreed at the start of the programme in 2017 (as part of the £53.04m allocation) and were not due to exceed their overall budget be noted.
- (5) It be approved that the Black Country Land & Property Investment Fund programme be re-profiled to allow expenditure and outputs to be claimed up to March 2025.
- (6) It be approved that programme management costs within this fund be reprofiled for an additional year to March 2026 to ensure that the expenditure and outputs were audited in line with the Black Country Assurance Framework.

**100. West Midlands Digital Roadmap**

The board considered a report from the Director of Inclusive Growth & Public Service Reform on the proposed West Midlands Digital Roadmap.

Resolved:

The West Midlands Digital Roadmap and a commitment to collaboration on the five missions outlined within the roadmap be agreed.

**101. Young Combined Authority Vision and Priorities for the West Midlands**

The board considered a report from the Leadership Commission Co-ordinator on the work of the Young Combined Authority to develop and publish its vision and priorities.

Ayan Aden indicated that the YCA's vision was an opportunity for everyone to come together to help build a more inclusive, greener and better West Midlands. The Portfolio Lead for Inclusive Communities urged each of the WMCA's portfolio leads to carefully read the vision and consider how their portfolio could engage with the YCA going forward.

Resolved:

The development of the Young Combined Authority's 'vision and priorities' document be noted and endorsed, including through reflecting on where proposals could inform WMCA policy, delivery and future devolution asks.

**102. Recovery Co-ordination Group Community Recovery Roadmap and Prospectus**

The board considered a report from the Director of Inclusive Growth & Public Service Reform seeking formal endorsement of the 'Levelling-up the West Midlands: Our Roadmap to Community Recovery and Prospectus for Government'.

Resolved:

- (1) The endorsement of Levelling-up the 'West Midlands: Our Roadmap to Community Recovery and Prospectus for Government' made at the Recovery Forum on 20 November 2020 be re-confirmed.
- (2) The further update on the community recovery work programme be noted.

**103. New Stations Package 1 - Full Business Case**

The board considered a report from the Director of Rail seeking approval for the Full Business Case for new stations Package 1 (Darlaston and Willenhall stations).

Resolved:

- (1) The Full Business Case for new stations Package 1 (Darlaston and Willenhall stations) be authorised.
- (2) A total project budget of £55.84m based on the Estimate at Completion for the scheme at Full Business Case stage be agreed, subject to the WMCA securing the funding for the project.
- (3) The release of £6m from the WMCA Investment Programme be authorised, subject to Department for Transport approval of sufficient Rail Network Enhancement Pipeline funding being made available.
- (4) It be noted that the WMCA intended to be the accountable body for the entirety of the funding package.

- (5) It be noted that the costs included within the Full Business Case were the current best estimates prior to the completion of single option development (GRIP 4).
- (6) The BCR of 6.5, representing very high value for money for the scheme, be noted, and the continued very high value for money for the scheme even taking into account the Department for Transport's COVID-19 long-term impact scenario, leading to a BCR of 4.7 in a reasonable worst case scenario, be noted.
- (7) The aim of securing funding in Quarter 1 2021 to enable the project to proceed as per stated timescales be noted.
- (8) The WMCA Monitoring Officer and WMCA Director of Finance be jointly authorised to award contracts to the successful tenderer for the design and build stage, subject to:
  - (i) The project being within the £55.84m recommended budget;
  - (ii) Adequate funding being secured to allow for the delivery of the new stations;
  - (iii) All funding agreements being signed and sealed to the satisfaction of the WMCA Director of Director and the WMCA Monitoring Officer;
  - (iv) The operating costs of the stations being fully quantified and affordable.
- (9) Delegations to the WMCA Monitoring Officer and WMCA Director of Finance to enter into the various funding agreements and contracts which would be reasonably required to enable delivery of the new stations, including (if necessary) the issuing of a Letter of Intent to ensure the project schedule was maintained whilst funding agreements were being finalised, subject to the risks of doing so being acceptable to the WMCA Section 151 Officer and the WMCA Monitoring Officer, be approved.

**104. New Stations Package 2 - Full Business Case**

The board considered a report of the Director of Rail seeking approval for the Full Business Case for new stations Package 2 (Camp Hill stations).

Councillor Kath Hartley noted that the scheme could be further developed to link it into Kings Norton, Longbridge and Northfield stations. The Portfolio Lead for Transport undertook to consider this suggestion to see if it could be accommodated within the proposals. Councillor Lisa Trickett noted that the scheme required a further £20.48m of additional funding to be secured. The Portfolio Lead for Transport accepted this, but noted that a funding request was currently with the Department for Transport and the report set out the proposed course of action should that funding bid be unsuccessful.

Resolved:

- (1) The Full Business Case for new stations Package 2 (Camp Hill line stations) be authorised.
- (2) A total project budget of £61.4m based on the Estimate at Completion for the scheme at Full Business Case stage be agreed, subject to the WMCA securing the funding for the project.
- (3) The release of £9m from the WMCA Investment Programme be agreed, subject to Department for Transport approval of the Rail Network Enhancement Pipeline funding.
- (4) It be noted that the WMCA intended to be the accountable body for the entirety of the funding package.
- (5) It was noted that the costs included within the Full Business Case be the current best estimates prior to the completion of single option development (GRIP 4).
- (6) It be noted that further economic analysis was ongoing to understand the impact of the latest COVID-19 growth scenarios on demand and benefits and that to date the scheme had consistently returned positive BCRs.
- (7) The aim of securing funding in Quarter 1 2021 to enable the project to proceed as per stated timescales be noted.
- (8) Authority be jointly delegate to the WMCA Monitoring Officer and the WMCA Director of Finance to authorise the award of contracts to the successful tenderer for the design and build stage, subject to:
  - (i) The project being within the £61.4m recommended budget;
  - (ii) Adequate funding being secured to allow for the delivery of the new stations;
  - (iii) All funding agreements being signed and sealed to the satisfaction of the WMCA Director of Finance and the WMCA Monitoring Officer;
  - (iv) The operating costs of the stations being fully quantified and affordable.
- (9) Delegations to the WMCA Monitoring Officer and WMCA Director of Finance to enter into the various funding agreements and contracts which would be reasonably required to enable delivery of the new stations, including (if necessary) the issuing of a Letter of Intent to ensure the project schedule was maintained whilst funding agreements were being finalised, subject to the risks of doing so being acceptable to the WMCA Section 151 Officer and the WMCA Monitoring Officer, be approved.

**105. Perry Barr Railway Station and Bus Interchange - Full Business Case**

The board considered a report from the Director of Rail seeking approval of the Full Business Case for the Perry Barr transport interchange.

The Portfolio Lead for Transport reported that the scheme was to be considered by Birmingham City Council's planning committee on 21 January 2021. He also confirmed that no construction contracts would be let until the full funding for the scheme had been secured.

Resolved:

- (1) The Full Business Case for the Perry Barr Transport Interchange be authorised.
- (2) The critical timescales for the project to secure Full Business Case approval for both the rail station and bus interchange if the project was to be completed in time for the Commonwealth Games be noted.
- (3) The estimated cost of £30.98m which was inclusive of the rail station and bus interchange works be noted.
- (4) The funding secured for the scheme and the current funding shortfall of £9.5m, and the work being done by WMCA to resolve the funding gap, be noted.
- (5) It be noted that the cost increase was partly driven by the re-design following initial stakeholder feedback, and that the proposals assumed a revised station design which had received initial endorsement from key stakeholders.
- (6) It be noted that the scope and costs of both the station and the interchange continued to be refined and that the risks to scope and cost uncertainty were mitigated by the inclusion of a project-based contingency.
- (7) The delegations of the authorisation of the award of contracts to the principle contractor for the rail station and Delivery Agent for the bus interchange to the WMCA Monitoring Officer and WMCA Director of Finance be approved, subject to:
  - The funding shortfall for the scheme being addressed;
  - The contract/s being within the approved budget;
  - All funding agreements being signed and sealed to the satisfaction of the WMCA Director of Finance and the WMCA Monitoring Officer;
  - The future operating costs of the rail station and bus interchange being fully quantified and affordable.
- (8) The delegations to the WMCA Monitoring Officer and WMCA Director of Finance to enter into the various funding agreements and contracts which would be reasonably required to enable delivery of the station/ bus interchange improvements be approved.

**106. Midland Metro Buy Before Boarding**

The board considered a report from the Head of Swift providing an update on progress towards delivering the 'Midlands Metro Buy Before Boarding' project and to gain agreement for an increase in the approved interim cash flow funding to ensure that the payment solution was both inclusive and fully accessible whilst still remaining value for money.

Resolved:

- (1) The contents of the report highlighting the progress that had been made to date towards the delivery of the 'Midland Metro Buy Before Boarding' project and the findings regarding accessibility and inclusion be noted.
- (2) An increase in the interim cash flow funding from £1.7m to £4.5m to enable the inclusion of Ticket Vending Machines to ensure that the payment solution was fully inclusive and accessible be approved.
- (3) It be noted that the final decision to proceed would be taken once the actual costs were received from suppliers via the procurement and following a final review of the borrowing model to confirm overall affordability.

**107. Midland Metro Byelaws**

The board considered a report from the West Midlands Metro Projects Director on the proposals to make changes to the Midland Metro byelaws and to seek approval to progress the changes in accordance with the powers conferred upon WMCA by s49 of the Midland Metro Act 1989.

Resolved:

- (1) The background to the existing Midland Metro byelaws be noted.
- (2) The proposed changes to the Midland Metro byelaws be noted.
- (3) Approval be granted to progress the changes in accordance with the powers conferred upon the WMCA by s49 of the Midland Metro Act 1989.

**108. Midland Metro Penalty Fare**

The board considered a report from the West Midlands Metro Projects Director on proposals to make changes to the Midland Metro penalty fare and payment system and to seek approval to commence consultation on the new Penalty Fare and two tier system in accordance with the Midland Metro (Penalty Fares) Order 2019.

Councillor Mike Bird stressed the importance of ensuring that sufficient signage was used on the Metro to alert passengers to new ticketing requirements when they were introduced.

Resolved:

- (1) The background to the existing Midland Metro penalty fare regime be noted.
- (2) The proposed changes to the penalty fare amount and payment system be noted.

- (3) The proposal to commence consultation on a new penalty fare amount and two tier system be approved.

**109. Audit, Risk & Assurance Committee - 26 October 2020**

The board received the minutes of the Audit, Risk & Assurance Committee meeting held on 26 October.

Resolved:

The minutes of the meeting held on 26 October 2020 be noted.

**110. Investment Board - 9 November 2020**

The board received the minutes of the Investment Board meeting held on 9 November.

Resolved:

The minutes of the meeting held on 9 November 2020 be noted.

**111. Transport Delivery Committee - 9 November 2020**

The board received the minutes of the Transport Delivery Committee meeting held on 9 November.

Resolved:

The minutes of the meeting held on 9 November 2020 be noted.

**112. Strategic Economic Delivery Board - 19 November 2020**

The board received the minutes of the Strategic Economic Delivery Board meeting held on 19 November.

Resolved:

The minutes of the meeting held on 19 November 2020 be noted.

**113. Overview & Scrutiny Committee - 23 November 2020**

The board received the minutes of the Overview & Scrutiny Committee meeting held on 23 November.

Resolved:

The minutes of the meeting held on 23 November 2020 be noted.

**114. Environment & Energy Board - 9 December 2020**

The board received the minutes of the Environment & Energy Board meeting held on 9 December.

Resolved:

The minutes of the meeting held on 9 December 2020 be noted.

**115. Overview & Scrutiny Committee - 11 December 2020**

The board received the minutes of the Overview & Scrutiny Committee meeting held on 11 December.

Resolved:

The minutes of the meeting held on 11 December 2020 be noted.

**116. Investment Board - 14 December 2020**

The board received the minutes of the Investment Board meeting held on 14 December.

Resolved:

The minutes of the meeting held on 14 December 2020 be noted.

**117. Skills Advisory Board - 14 December 2020**

The board received the minutes of the Skills Advisory Board meeting held on 14 December.

Resolved:

The minutes of the meeting held on 14 December 2020 be noted.

**118. Transport Delivery Committee - 14 December 2020**

The board received the minutes of the Transport Delivery Committee meeting held on 14 December.

Resolved:

The minutes of the meeting held on 14 December 2020 be noted.

**119. Public Service Reform Board - 15 December 2020**

The board received the minutes of the Public Service Reform Board meeting held on 15 December.

In respect of minute no. 21 ('Punishing Abuse'), David Jamieson stressed the importance of this work and urged all authorities to look at how they might contribute to the proposals for action. The Director of Inclusive Growth & Public Service Reform indicated that a workshop on this was planned for February 2021 where authorities could learn more about what they might want to do.

Resolved:

The minutes of the meeting held on 15 December 2020 be noted.

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

Resolved:

In accordance with s100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business as it was likely to involve the disclosure of exempt information as specified in the paragraphs of the Act.

## **121. Ring & Ride Customer Contact Transformation**

The board considered a report from the Director of Integrated Transport Services seeking approval to transfer some customer service staff and functions that delivered the Ring and Ride service, from the current supplier National Express Accessible Transport to the WMCA as a first step towards wider service transformation.

Resolved:

- (1) The transfer of the Ring & Ride booking centre and associated customer contact activity be approved, currently provided by National Express Accessible Transport, to the direct management of Transport for West Midlands resulting in:
  - (a) Accountability for delivering the services.
  - (b) An increase to the establishment to deliver the proposed services, funded from existing budgets and to be managed under the TUPE regulations.
- (2) Officers be instructed to carry out the transfer of activities and associated staff from National Express Accessible Transport to the WMCA to facilitate a seamless transition in spring 2021.

## **122. The Marches Help to Own Project, Wolverhampton**

The board considered a report from the Director of Housing & Regeneration on the Help to Own scheme, a proposed new affordable housing product which provided a rental solution to local residents that gave long-term tenure security, the benefits of home ownership without the risks and complete flexibility to leave whenever the tenant wished.

Councillor Ian Brookfield welcomed this proposal, which he considered to be a significant initiative to assist people from across the region own their own property.

Resolved:

- (1) A WMCA equity investment as set out in the report from the WMCA's devolved housing and land funds alongside City of Wolverhampton Council investment to enable the delivery of 100 Help to Own units on the Marches site in Wednesfield through the creation of a new Real Estate Investment Trust or other suitable structure as an exceptional proof of concept pilot for a new affordable housing product called 'Help to Own' be approved, envisaging that the investment would be in the form of equity but with the potential for the inclusion of capped first loss or other provisions to ensure viability, subject to further detailed due diligence.
- (2) It be noted that the funding was fully compliant with the WMCA's Single Commissioning Framework approved by the Investment Board, the Housing & Land Delivery Board and this board in March 2019 and which had been operational from 1 April 2019, and that that the scheme had progressed through each Single Commissioning Framework Gateway Approval point on the way to this board.
- (3) It be noted that this funding was considered to be compliant with the requirements set by central Government for devolved housing and land funds administered by WMCA.
- (4) It be noted that this proposal had been co-developed with officers from the City of Wolverhampton Council, the promoter of the Help to Own Marches project.
- (5) It be noted that the 100 units would be purchased from WV Living, a private limited company set up by the City of Wolverhampton Council.
- (6) It be noted that the pilot would be subject to ongoing evaluation with six monthly reports of progress to the Investment Panel and Investment Board, as well as annual reports to this board.
- (7) It be noted that this proposal had been jointly developed by WMCA s151 Officer, Monitoring Officer, Director of Investment & Commercial Activities and Director of Housing & Regeneration.

These resolutions were subject to:

- (8) The results of detailed accounting, taxation and legal advice in relation to the Marches Help to Own Real Estate Investment Trust, which was to be jointly commissioned by the WMCA and the City of Wolverhampton Council.
- (9) The City of Wolverhampton Council confirming that it had secured all necessary approvals and funding to co-invest in the project.
- (10) Availability of the debt funding at the terms detailed in the proposal.
- (11) The WMCA and the City of Wolverhampton Council being involved in the selection of the property manager by Frontier Development Capital, the proposed manager of the Help to Own Real Estate Investment Trust.

- (12) The completion of the detailed legal and financial documentation and due diligence to establish the Marches Help to Own Real Estate Investment Trust to the approval of the WMCA Director of Housing & Regeneration, WMCA Head of Governance, and WMCA Director of Finance.
- (13) The Ministry of Housing, Communities & Local Government assurance that this novel investment and the re-use of returns to deliver the purposes and intent of the Land Fund and to reduce the net investment commitment from WMCA was compliant with agreed terms of the Land Fund and accepted as an exceptional proof of concept project.

**123. Date of Next Meeting**

Friday 12 February 2021 at 11.00am

The meeting ended at 12.35pm.

## WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: MARCH 2021 - SEPTEMBER 2021

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Financial Monitoring Report 2020/21</b>	To consider the latest financial position.	19 March 2021	No	Cllr Bob Sleigh	Linda Horne	No	Finance
<b>Black Country Scrutiny Review - Summary of Findings</b>	To consider a report of Overview & Scrutiny Committee.	19 March 2021	No	n/a	Tim Martin	No	Overview & Scrutiny
<b>Affordable Housing Joint Venture</b>	To consider proposals for an affordable housing joint venture.	19 March 2021	Yes	Cllr Mike Bird	Gareth Bradford	In part	Housing & Land
<b>Economic Impact of COVID-19</b>	To consider the economic impact of the pandemic.	19 March 2021	No	Cllr Ian Brookfield	Julia Goldsworthy	No	Economy & Innovation
<b>WM2041: Five Year Plan</b>	To approve a five year plan relating to the WM2041 carbon reduction targets.	19 March 2041	Yes	Cllr Ian Courts	Ed Cox	No	Environment, Energy & HS2

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Adult Education Budget</b>	To provide an update on the allocation process and outcomes of the AEB.	19 March 2021	Yes	Cllr George Duggins	Julie Nugent	No	Productivity & Skills
<b>Adoption of Revised Code of Conduct</b>	To consider the adoption of a revised code following recommendations from the LGA.	19 March 2021	Yes	David Lane (ARAC Chair)	Tim Martin	No	Governance
<b>Metro - Buy Before You Board Penalty Fares Byelaws</b>	To consider proposals on this issue.	19 March 2021	Yes	Cllr Ian Ward	Laura Shoaf	No	Transport
<b>Coventry - Electric Bus City</b>	To consider a report on proposals.	19 March 2021	Yes	Cllr Ian Ward	Laura Shoaf	No	Transport
<b>Commonwealth Games Transport Plan</b>	To approve a draft plan for consultation purposes.	11 June 2021	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>Annual Plan 2021/22 Approval</b>	To approve the 2021/22 WMCA Annual Plan.	23 July 2021	Yes	n/a	Deborah Cadman	No	Governance
<b>Local Transport Plan Consultation Approval</b>	To approve the draft local transport plan proposals for consultation.	17 September 2021	Yes	Cllr Ian Ward	Laura Shoaf	No	Transport

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## WMCA Board

<b>Date</b>	12 February 2021
<b>Report title</b>	WMCA Budget 2021/22
<b>Portfolio Lead</b>	Finance - Councillor Bob Sleight
<b>Accountable Chief Executive</b>	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
<b>Accountable Employee</b>	Linda Horne, Director of Finance email: linda.horne@wmca.org.uk tel: (0121) 214 7508
<b>Report has been considered by</b>	SLT – 20 January 2021 WMFD – 3 February 2021 Chief Executives – Programme Board

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

**The WMCA Board is recommended to:**

1. Approve the West Midlands Combined Authority consolidated revenue budget summarised in Section 4. This includes:
  - a) the budget requirement for transport delivery 2021/22 comprising three elements:
    - i. £114.7 million a year to be funded from the existing transport levy mechanism:
    - ii. £3.9 million to be funded from grant awarded by the Commonwealth Games Organising Committee: and
    - iii. a transfer from earmarked reserves of £3.9 million.

- b) the West Midlands Combined Authority Delivery budget requirement for 2021/22 of £141.9 million comprising of five elements:
  - i. £129.7 million Adult Education spending to be funded from Adult Education Budget funding devolved by the Department for Education<sup>1</sup>
  - ii. £5.1 million to be funded from other devolution deal grants
  - iii. £4.6 million to be funded from Constituent Authority fees (fees to remain at the same level as 2020/21)
  - iv. £0.4 million to be funded from Non-Constituent Authority and observer fees (fees to remain at the same level as 2020/21)
  - v. £2.1 million to be funded from other income, including a £1.2m use of reserves created from WMCA's share of 2020/21 Business Rates
2. Note the inherent risks included within 2021/22 Budget assumptions.
3. Approve the Mayoral Office budget for 2021/22 of £0.8 million to be funded from additional Mayoral Capacity Funding of £0.8 million.
4. Note that there will be no Mayoral Precept during 2021/22.
5. Note the West Midlands Combined Authority indicative 5 year Medium Term Financial Plan.
6. Note that a full Strategic Plan will be completed following the 2021 Mayoral Election, to inform the annual Medium Term Financial Planning exercise to be completed in 2021/22.
7. Approve the Capital Programme as set out in Appendices 3, 4 and 5.
8. Delegate authority to the Director of Finance in consultation with the Portfolio Lead for Finance and Investments to make any final changes that may result from the Final Local Government Finance Settlement as set out in paragraphs 2.3 to 2.5.
9. Approve the following policies and strategies as required by statute:
  - a) the West Midlands Combined Authority Treasury Management Strategy as set out in section 7 and Appendix 7:
  - b) The West Midlands Combined Authority Capital Strategy and Minimum Revenue Provision Statement and as set out in section 8 and Appendices 8 and 9 respectively:  
and
  - c) The West Midlands Combined Authority Pay Policy Statement as set out in section 12 and Appendix 10.

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<sup>1</sup> The 2021/22 Adult Education Budget to be devolved from Department for Education will be confirmed in early 2021.

## **1.0 Purpose**

- 1.1 This report is intended to present the Final Budget for consideration by the West Midlands Combined Authority Board at its meeting on 12 February 2021. A Draft Budget was presented to the West Midlands Combined Authority Board for review and comments at its meeting on 15 January 2021.

## **2.0 Background**

- 2.1 This report represents the final stage of the Budget setting process for the West Midlands Combined Authority and incorporates the final Revenue and Capital Budget for 2021/22 as well as the associated policies as required by statute. There are no changes from the financial plans as included within the Draft Budget report as considered by West Midlands Combined Authority Board on 15 January 2021.
- 2.2 The Mayor and West Midlands Combined Authority have considered feedback on the Draft Budget report since 15 January 2021 Board meeting, from both Constituent Members of the Combined Authority and other key stakeholders.
- 2.3 This report incorporates assumptions based on the Provisional Local Government Finance Settlement for 2021/22. The Final Local Government Finance Settlement will be presented to the House of Commons in early 2021. If applicable, a verbal update on the Provisional Local Government Finance Settlement will be provided at the West Midlands Combined Authority Board meeting on 12 February 2021.
- 2.4 This report is also being prepared in advance of the Chancellor of the Exchequer delivering the next HM Treasury Budget on 3 March 2021. West Midlands Combined Authority will continue to seek to progress the relevant asks already set out in our Spending Review Submission and will continue to lobby for additional capacity and ongoing funding for the impact of Covid-19. If applicable, a verbal update on the HM Treasury Budget will be provided at the West Midlands Combined Authority Board meeting on 12 February 2021.
- 2.5 Delegation is requested to the Finance Director, in consultation with the Portfolio Lead for Finance and Investments, to make any final changes that result from the Final Local Government Finance Settlement or HM Treasury Budget, should they be required.
- 2.6 As detailed in Section 4, this report also incorporates assumptions based on the latest view of the impact of the Covid-19 pandemic and no assessment has been made on the impact of the UK's trade deal with the EU. It is also noted that 2021/22 will include a Mayoral Election, all of which could lead to changing priorities for West Midlands Combined Authority.
- 2.7 The Chief Financial Officer, in consultation with the Portfolio Holder for Finance and Investments, will continue to closely monitor and manage the financial position of the Authority and manage the emerging requirements resulting from the recovery.

### **3.0 2020/21 Forecast Outturn**

- 3.1 The Financial Monitoring Report and Draft Budget Report which were both considered by West Midlands Combined Authority Board on 15 January 2021 included a forecast showing a surplus position of £1.0m, as well as no longer requiring a £2.0m one-off use of reserves which had been previously approved by the Board. The Draft Budget Report stated that all surplus generated in 2020/21 and the now unutilised £2.0m of reserves would be earmarked in order to support the 2021/22 Budget.
- 3.2 Since the completion of this forecast, a further £0.220m of grant income from central government to support the loss of Sales, Fees and Charges from the Bus and Metro network is now expected. This, along with continued savings from English National Concessionary Travel Scheme and Child Concessions as driven by reduced patronage across the Bus network, supports the Finance Director's assertion that sufficient surplus will be generated within 2020/21 to support the £3.9m required use of earmarked reserves within the 2021/22 Budget.
- 3.3 The final forecast for 2020/21 is currently being compiled and will be presented to West Midlands Combined Authority Board in March 2021.

### **4.0 Changes to proposed Draft Budget**

- 4.1 There are no changes proposed to the Draft Budget as reviewed by West Midlands combined Authority Board on 15 January 2021.
- 4.2 It is however noted that since the preparation of the Draft Budget, the UK has entered a third period of national lockdown due to the Covid-19 pandemic. Also, since the preparation of the Draft Budget, the UK has agreed terms of a trade deal upon exiting the EU. No assessment has been made within this Budget of the impact of either of these events at this time.
- 4.3 As previously stated, the Draft Budget also includes assumptions based on the Provisional Local Government Finance Settlement. The Combined Authority will continue to monitor any announcements made by central government in relation to the Final Local Government Finance Settlement, the HM Treasury Budget and any emergency funding made available to support the region through the Covid-19 pandemic.
- 4.4 The proposed funding sources for the 2021/22 West Midlands Combined Authority Transport Budget are therefore confirmed as:
- i. £114.7m to be funded from the existing transport levy mechanism
  - ii. £3.9m to be funded from grant awarded by the Commonwealth Games Organising Committee
  - iii. A transfer from earmarked reserves of £3.9m
- 4.5 The proposed funding sources for the 2021/22 West Midlands Combined Authority Delivery Budget are therefore confirmed as:
- i. £129.7m Adult Education spending to be funded from Adult Education Budget funding devolved from Department for Education
  - ii. £5.1m to be funded from other devolution deal grants

- iii. £4.6m to be funded from Constituent Authority fees (unchanged from 2020/21)
- iv. £0.4m to be funded from Non-Constituent Authority and observer fees (unchanged from 2020/21)
- v. £2.1m to be funded from other income, including a £1.2m use of reserves created from West Midlands Combined Authority's share of 2020/21 Business Rates.

4.6 The proposals for the Mayoral Office remain unchanged – operation of the Mayoral Office is to be funded by a Mayoral Capacity Fund grant. West Midlands Combined Authority will continue to lobby for central government funding in relation to the Mayoral election, currently scheduled for May 2021. Should no funding be secured, the Draft Budget as reviewed by West Midlands Combined Authority Board on 15 January 2021 contained a proposal to use a transfer of earmarked reserves created by West Midlands Combined Authority's share of 2020/21 Business Rates.

4.7 The final consolidated Revenue Budget for 2021/22 is set out in the following table:

**Table 1: West Midlands Combined Authority 2021/22 Revenue Budget**

	Total	Transport	Delivery Portfolios	Investment Programme	Mayors Office
	£m	£m	£m	£m	£m
Transport Levy	114.7	114.7	-	-	-
Devolution Deal Grant (IP)	36.5	-	-	36.5	-
Devolution Deal Grants - Other	5.9	-	5.1	-	0.8
Adult Education Funding	129.7	-	129.7	-	-
Share of Business Rates	9.0	-	-	9.0	-
Grants from Constituent Members	4.6	-	4.6	-	-
Grants from Non Constituent Members	0.4	-	0.4	-	-
Investment Income	0.9	-	0.8	0.1	-
Third Party Income	0.1	-	0.1	-	-
Commonwealth Games	3.9	3.9	-	-	-
Use of Reserves	5.1	3.9	1.2	-	-
Unsecured Mayoral Election Funding	3.6	-	-	-	3.6
<b>Total Income</b>	<b>314.5</b>	<b>122.6</b>	<b>141.9</b>	<b>45.6</b>	<b>4.4</b>
Transport Delivery	118.6	118.6	-	-	-
Commonwealth Games	3.9	3.9	-	-	-
Delivery Programmes	141.9	-	141.9	-	-
Investment Programme	45.6	-	-	45.6	-
Mayoral Office	0.8	-	-	-	0.8
Mayoral Election	3.6	-	-	-	3.6
<b>Total Expenditure</b>	<b>314.5</b>	<b>122.6</b>	<b>141.9</b>	<b>45.6</b>	<b>4.4</b>
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

4.8 As detailed within the report to WMCA Board on 15 February, with respect to the £9m Business Rates Growth income assumption within the Budget, this value is consistent with the principles agreed to date in line with the Investment Programme model

requirements. As in previous years, the actual realisation of this income is subject to supplementary discussions with the WMCA Finance Director group with regards to affordability. Given the detrimental impact the pandemic has had on Business Rates across the region, WMCA's ability to realise this income is at risk but discussions with the WM Finance Director group in 2021/22 will help establish the precise impact. Under a worst case scenario, if WMCA are not able to realise any of the £9m, the WMCA revenue budget will not be impacted as this funding exists solely to support the extent to which WMCA can make commitments to fund projects forming part of the Investment Programme, beyond the £801m affordable limit.

4.9 The final contributions from Constituent Authorities are as set out in the following table:

**Table 2: West Midlands Combined Authority 2021/22 Constituent Member contributions**

<b>Allocations</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>Net Gain</b>
Birmingham	46.0	45.8	0.2
Coventry	15.1	15.2	(0.1)
Dudley	13.2	13.2	0.0
Sandwell	13.5	13.5	0.0
Solihull	9.0	9.0	(0.0)
Walsall	11.7	11.8	(0.1)
Wolverhampton	10.9	10.9	(0.0)
<b>Total</b>	<b>119.4</b>	<b>119.4</b>	<b>(0.0)</b>

4.10 The minor change in net contributions from authorities reflects the proposed transport levy, updated for statutory population movements.

4.11 The final contributions from Non-Constituent Authorities and Observers are as set out in the Table 3 below and remain at £25,000 per annum for 2021/22. These will be subject to annual review over the medium term.

**Table 3: West Midlands Combined Authority 2021/22 Non-Constituent Member contributions**

<b>Non-Constituent Member Allocations</b>	<b>2021/22 £</b>
<b><i>Non-Constituent</i></b>	
Cannock Chase District Council	25,000
North Warwickshire Borough Council	25,000
Nuneaton and Bedworth Borough Council	25,000
Redditch Borough Council	25,000
Rugby Borough Council	25,000
Shropshire Council	25,000
Stratford-on-Avon District Council	25,000
Tamworth Borough Council	25,000
Telford and Wrekin Council	25,000
Warwickshire County Council	25,000
Black Country LEP	25,000
Greater Birmingham and Solihull	25,000
Coventry & Warwickshire LEP	25,000
<b><i>Observers</i></b>	
The Marches LEP	25,000
Fire partner contribution	25,000
Police partner contribution	25,000
Warwick District Council	25,000
<b>Total</b>	<b>425,000</b>

## 5.0 West Midlands Combined Authority Medium Term Capital Programme

5.1 The West Midlands Combined Authority Capital Programme is summarised in the table below and set out in further detail within Appendices 3 to 5. The table below summarises the planned capital investment between 2021/22 and 2025/26.

**Table 4: West Midlands Combined Authority 2021/22 Capital Programme**

WMCA CAPITAL PROGRAMME (£M)		Appendix	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
Expenditure	TfWM Expenditure	3	363.4	402.6	225.2	105.9	50.4	1,147.5
	Housing and Regeneration Expenditure	4	116.5	70.5	13.6	20.5	60.0	281.1
	Other Programmes		4.5	-	-	-	-	4.5
	Investment Programme Grants to Local Authorities	5	120.8	290.2	142.2	182.5	127.6	863.3
<b>TOTAL EXPENDITURE</b>			<b>605.2</b>	<b>763.3</b>	<b>381.0</b>	<b>308.9</b>	<b>238.0</b>	<b>2,296.4</b>
Funding	Investment Programme Debt		187.3	194.4	13.2	0.4	17.4	412.7
	TfWM Debt		12.7	18.4	146.0	34.9	2.0	210.0
	Grants		379.0	184.4	3.1	1.5	14.3	582.3
	Other *		26.2	366.1	218.7	272.1	208.3	1,091.4
<b>TOTAL FUNDING</b>			<b>605.2</b>	<b>763.3</b>	<b>381.0</b>	<b>308.9</b>	<b>238.0</b>	<b>2,296.4</b>

\* Provisional expenditure estimates for Investment Programme and other projects which are subject to WMCA raising additional income or yet to have the funding package fully secured.

- 5.2 Approximately 50% of the Combined Authority's planned capital investment to 2025/26 consists of expenditure incurred by Transport for West Midlands in pursuance of the Investment Programme, Transforming Cities Programme and the Minor Works Programme. Of the remainder, broadly 40% is concerned with the reimbursement of Local Authorities as part of the West Midlands Investment Programme and 10% will be spent in delivering the Housing and Regeneration objectives using funds secured by WMCA from Central Government.
- 5.3 Those larger Transport for West Midlands Programmes contain significant investment in expanding the Metro networks in addition to investment in developing and delivering new local Rail stations in Birmingham and the Black Country. The Transport programme continues to reflect the Transforming Cities Programme including the WMCA approved interventions such as Dudley Interchange, the regional Cycling Programme and the Victoria Square Public Realm. The programme also makes allowance to keep existing assets such as bus stations and station car parks in a safe, operational state.
- 5.4 The Housing Capital Programme includes the land remediation programmes launched by the WMCA in 2016 and delivery against the Land Fund arrangements which now total £184m.
- 5.5 The Investment Programme Grants to Local Authorities Programme includes grants payable under the original Investment Programme in 2016. This includes significant investment in Coventry (Station Masterplan, City Centre Regeneration), Solihull for the UK Central Programme and Birmingham (Commonwealth Games).
- 5.6 In addition to the traditional Capital investment detailed above, WMCA will continue to operate the commercial and residential investment funds where loans to developers are made with the objective of unlocking stalled development sites which traditional lenders are unwilling to finance. The loans are held on the WMCA balance sheet under standard accounting regulations and as at December 2020, the cumulative value of loan commitments approved by WMCA totals £133.7m (including £37m of loans which have since been repaid). The value of loans drawn and earning interest as at December 2020 is £24.8m.
- 5.7 The funding for the Capital Programme is supported mostly by project specific grants or borrowing, where the revenues to support the costs of the debt and interest are underpinned by Investment Programme income or passenger revenues obtained from the Metro network.
- 5.8 It should be noted that at the time of writing this report, confirmation of the regional Integrated Transport Block and Highways Maintenance Block allocations remains outstanding from DfT. Financial planning assumptions are based upon no change in the level of these grants which have been mostly static for the previous five year period. Should the confirmation vary from the planning assumption, the capital programme may need to be adjusted accordingly.
- 5.9 The full extent of the Investment Programme and 2016 Devolution Deal schemes remain as provisional commitments within the overall programme, even though the funding to underpin elements of the investment currently remains unsecured. Work with the Mayor, Metropolitan Leaders and the WMCA Finance Directors will continue into 2021 to enable the gaps to be closed and no expenditure will be committed without first having a clearly available funding source.

5.10 Whilst the Capital Programme is contained within this report, the actual budget for 2021/22 will be influenced by the value of spend projects achieved during 2020/21 and the final capital budget taking into account previous year spend will be reported each month to the WMCA Board in line with previous years.

## **6.0 Medium Term Financial Plan**

6.1 The 2020/21 Medium Term Financial Plan was updated throughout Summer 2020. The plan included reviewed and updated assumptions based on the best available information as the impact of Covid-19 was felt across the region.

6.2 A funding gap of £18.9m was identified at this time for 2021/22, growing to £32.2m in 2025/26. Through careful mitigating actions, the funding gap of £18.9m was closed for a balanced 2021/22 Budget to be included within the Draft Budget report as reviewed by West Midlands Combined Authority Board on 15 January 2021.

**Table 5: West Midlands Combined Authority MTFP 2022/23-2025/26**

£m	MTFP			
	22/23	23/24	24/25	25/26
Transport Levy	114.7	114.7	114.7	114.7
Commonwealth Games	20.7	-	-	-
Devolution Deal Grants	1.4	0.1	0.3	1.0
Adult Education Funding	128.8	128.8	128.8	128.8
Share of Business Rates	10.5	12.0	13.5	15.0
Constituent Membership	4.6	4.6	4.6	4.6
Non Constituent Members	0.4	0.4	0.4	0.4
Investment Programme	36.5	36.5	36.5	36.5
Investment Income	0.9	0.9	0.9	0.9
3rd Party / Other Grant Income	-	-	-	-
Use of Reserves	-	-	-	-
Precept	7.3	7.4	7.5	7.6
<b>Total Funding</b>	<b>326.0</b>	<b>305.5</b>	<b>307.4</b>	<b>309.7</b>
Transport for West Midlands	121.7	124.1	127.2	131.0
Commonwealth Games	20.7	-	-	-
Delivery Budget	140.2	139.8	139.9	140.1
Investment Programme	53.6	55.2	56.8	58.3
Mayoral Office	0.9	0.9	0.9	0.9
Mayoral Election	1.0	1.0	1.0	1.0
Shared Services	0.3	2.5	4.2	5.1
<b>Total Expenditure</b>	<b>338.4</b>	<b>323.5</b>	<b>330.1</b>	<b>336.4</b>
<b>Net Expenditure (pre Covid-19)</b>	<b>(12.4)</b>	<b>(18.0)</b>	<b>(22.7)</b>	<b>(26.7)</b>
<b>COVID-19 Impact</b>				
Transport for West Midlands	5.9	3.4	3.9	4.5
Economy & Innovation	0.7	0.7	0.7	0.7
Culture and Digital	0.1	0.1	0.1	0.1
Shared Services	0.2	0.2	0.2	0.2
<b>Total Expenditure</b>	<b>6.8</b>	<b>4.3</b>	<b>4.9</b>	<b>5.4</b>
<b>Net Expenditure (post Covid-19)</b>	<b>(19.2)</b>	<b>(22.3)</b>	<b>(27.6)</b>	<b>(32.2)</b>
Transport	(12.8)	(12.8)	(16.4)	(20.7)
Delivery	(4.9)	(5.8)	(5.7)	(5.2)
Investment Programme	-	-	-	-
Mayoral Office	(1.0)	(1.0)	(1.0)	(1.0)
Shared Services	(0.5)	(2.7)	(4.5)	(5.3)
<b>Total Surplus / (Deficit)</b>	<b>(19.2)</b>	<b>(22.3)</b>	<b>(27.6)</b>	<b>(32.2)</b>

- 6.3 The Medium Term Financial Plan will be refreshed and extended to include 2026/27 throughout 2021/22 and updated to include the latest outlook on the emerging priorities as the region recovers from the Covid-19 pandemic, and any new strategic priorities following the expected Mayoral election in May 2021.
- 6.4 As highlighted within the Draft Budget report, whilst the proposed 2021/22 budget can protect existing policy and services it cannot deliver the significant aspirations for the region from the work in the areas of Culture, Digital, Energy and Environment. This Strategic Priority Review will inform the annual Strategic and Financial Planning exercise to be completed in 2021/22. All assumptions to be included within the updated Medium Term Financial Plan will be kept under review with the Finance Directors of the Constituent Authorities.

## **7.0 Treasury Management Strategy**

- 7.1 The West Midlands Combined Authority is required to review its Treasury Management Strategy on an annual basis. The Treasury Management Strategy defines how West Midlands Combined Authority will adhere to its own Treasury Management Policy Statement and provides a framework for its Treasury team to operate within. The proposed strategy for 2021/22 is set out in Appendix 7.
- 7.2 At the Audit, Risk and Assurance Committee meeting of 18 January 2021, the Committee reviewed and endorsed the Treasury Management Strategy as set out in Appendix 7 ahead of the strategy being presented for final approval at this meeting.

## **8.0 Capital Strategy and MRP**

- 8.1 The Capital Strategy is presented as Appendix 8 for approval by West Midlands Combined Authority Board.
- 8.2 The Minimum Revenue Provision Statement is also presented in Appendix 9 for approval by West Midlands Combined Authority Board.

## **9.0 Budget Calculation**

- 9.1 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer, in this case, the Finance Director, as Section 151 Officer, to report to the West Midlands Combined Authority Board when it is setting the budget and the precept. The report must deal with the robustness of the estimates included in the budget and the adequacy of reserves.
- 9.2 The budget currently provides for the financial implications of the West Midlands Combined Authority's policies to the extent that these are known or can reasonably be assessed. However, there are a number of risks which are beyond the West Midlands Combined Authority's control and for which it is not possible to be precise:
- The West Midlands Combined Authority's demand-led services
  - Economic and community recovery from ongoing Covid-19 pandemic
  - Economic impact of Brexit
  - Inflation and interest rate volatility
  - West Midlands Pension Fund Investment Performance
  - Unforeseen emergencies.
- 9.3 As detailed within the Draft Budget as reviewed by West Midlands Combined Authority Board on 15 January 2021, the 2021/22 Budget has required significant mitigating actions to close the gap identified as part of the MTFP. Inherent risks however remain within the 2021/22 Budget. The 2021/22 Budget contains an assumption that Metro patronage will recover to pre-Covid-19 levels, or that DfT will continue to reimburse any losses. DfT have not confirmed that any Light Rail Grant will be available during 2021/22.

- 9.4 Further risks remain within the Commercial Bus network, which is facing unprecedented shock following the Covid-19 pandemic. As a result, companies previously providing critical services are and could continue to fail.
- 9.5 WMCA remain obliged under policy to provide additional subsidy in order to maintain access standards for socially necessary services. There is an inherent risk that costs will escalate when current subsidised service contracts expire. Without any additional funding, it appears highly probable that difficult choices would need to be made regarding access standards. In order to maintain services in line with policy, there would need to be an emergency re-budget or funds would need to be diverted from the Investment Programme in order to support Transport delivery.
- 9.6 It is therefore clear that a long term funding solution for the delivery of Transport services is required, and 2021/22 presents an opportunity to move the agenda forward and develop a new approach to addressing an affordable public transport system.
- 9.7 The existing General Reserve Balance as set out in Table 3 is £2.3 million. This balance represents only 1.9% of the aggregate proposed 2021/22 Constituent Authority contributions.
- 9.8 Although clearly the appropriate level of general fund reserves is a matter for judgement by the Finance Director (Section 151 Officer) the generally accepted practice is for general fund reserves to be between 3% and 5% of expenditure. The proposed balance is below this recommended level and consideration should be given over the medium term to increase the level of General Balances to ensure risk can be managed within the West Midlands Combined Authority without creating volatility on the Transport for West Midland's levy.
- 9.9 Members will also be aware of our obligations as a Best Value authority to make arrangements to secure continuous improvement in the way in which our functions are exercised, having regard to a combination of economy, efficiency and effectiveness, including consultation with tax payers and users as appropriate.
- 9.10 These obligations are addressed in the Medium Term Financial Planning exercise and brought together as part of the annual Budget process in the Draft and Final Budget reports as reviewed by West Midlands Combined Authority Board in January and February of each year. This is supplemented by additional reports throughout the year regarding the approval of significant investments and reforms.
- 9.11 Despite the above risks, there are also opportunities to consider ensuring optimum financial stability and security that include:
- Capital Financing, making best use of capital financing, including optimum use of access to the Public Works Loans Board; and
  - Treasury Management activity, maximising the current market opportunities for the West Midlands Combined Authority and reviewing the borrowing strategy.
- 9.12 The Finance Director states that to the best of her knowledge and belief these budget calculations are robust and have full regard to:
- The West Midlands Combined Authority's Strategic Economic Plan and the Mayor's Renewal Plan

- The need to protect the West Midlands Combined Authority's financial standing and risk
- The estimated financial position as at the end of 2020/21
- The financial policies of the government as they impact upon the West Midlands Combined Authority
- The Transport Capital Programme set out in Appendix 3
- The Housing Capital Programme set out in Appendix 4
- The Investment Programme set out in Appendix 5
- The strength of the West Midlands Combined Authority's financial control procedures including audit considerations; and
- The extent of the West Midlands Combined Authority's general balances and earmarked reserves.

## **10.0 Scrutiny of the budget proposals**

- 10.1 Scrutiny of the 2021/22 budget proposals was undertaken by the Overview and Scrutiny Committee. This included a Mayoral Question Time session.
- 10.2 The Overview and Scrutiny Committee presented a summary of its findings on the Draft Budget to West Midlands Combined Authority Board on 15 January 2021. A summary of the recommendations is reproduced in Appendix 6 for information.
- 10.3 The Transport Delivery Committee reviewed the budget in detail on 7 December 2020 and the Transport Scrutiny Sub-Committee reviewed the budget in detail on 9 December 2020 and sought amendment or clarification prior to publication of the draft budget.

## **11.0 Fulfilling Public Sector Equalities Duty**

- 11.1 The Public Sector Equality Duty is set out in the Equality Act, 2010. The Act lists 9 Protected Characteristics in respect of which the Duty applies. The duty requires public bodies to have Due Regard to (consciously consider) three aims in their decision making and in policy-making and service delivery. The aims are:
- To eliminate unlawful discrimination
  - To advance equality of opportunity between people who share one or more of the Protected Characteristics (listed in the Equality Act) and those who do not
  - To foster good relations between people who share one or more of the Protected Characteristics and those who do not
- 11.2 An overarching strategic equality relevance assessment has been undertaken in respect of budget proposals. The assessment quantifies the levels of Due Regard to the aims of the duty for each programme and provides a broad overview on the potential cumulative impact for the most relevant of the Protected Characteristics.
- 11.3 There is no equality impact in relation to the 2020/21 budget proposals as there are no substantial changes in budget proposals or/and service provision. However, Covid-19, Brexit and the ensuing financial uncertainty pose a number of risks (beyond the West Midlands Combined Authority's control) that need to be considered.
- 11.4 Transport wise, a number of factors are likely to have significant impact on service provision (i.e. reduced patronage, operator revenue and uncertainty about

reimbursement of losses). The potential economic downturn and ensuing service cuts and employment losses are likely to especially impact the most vulnerable members of society and equality groups, many of which are likely to be on lower incomes, have precarious employment, have fewer economic resources and be more reliant on public transport and public services.

- 11.5 The protected characteristics most impacted by the pandemic and most likely to be impacted by the recession are young people, women, single parents (90% of which are women), people from lower socio-economic groups and with lower educational levels, ethnic minorities and disabled people.
- 11.6 Future policy options will need to undergo in-depth equality impact assessments to ensure that any negative impact is mitigated as far as practically possible.
- 11.7 When proposals have been fully developed and are brought to a future West Midlands Combined Authority Board for decision, these reports will include a more detailed and specific equality impact assessment to ensure the findings are given due regard when any key decisions are made.

## **12.0 Pay Policy Statement**

- 12.1 The purpose of the Pay Policy Statement is to clarify the West Midlands Combined Authority strategic stance on pay in order to provide direction for members and officers making decisions on pay and to provide the citizens of the West Midlands with a clear statement of the principles underpinning decisions on the use of public funds. The West Midlands Combined Authority Pay Policy Statement is attached at Appendix 10.
- 12.2 There are no significant changes proposed for 2021/22.

## **13.0 Legal Implications**

- 13.1 Under powers granted by the Combined Authorities (Finance) Order 2017, Elected Mayors may raise a precept on Constituent Authorities Council Tax bills under section 107G of the Local Democracy Economic Development and Construction Act 2009. A Mayoral Precept may only be issued in relation to the costs of the Mayor or of discharging Mayoral Functions. The Mayoral functions are set out in Article 22 of the West Midlands Combined Authority (functions and amendments) Order 2017. There are powers for the Mayor to engage in highway management activity, works permit schemes, road safety measures and road traffic reduction activity amongst others. The Order also gives the Mayor a functional power of competence to do anything that is associated, incidental or connected with those powers in order to undertake those activities.
- 13.2 As the Mayor has indicated that he will not be setting a precept during his remaining term of office, the funding of budget proposals in respect of Mayoral functions will be met from alternative funding sources until 2022/23 at the earliest.
- 13.3 As a public authority which has the power to levy for transport functions and to raise a precept, the West Midlands Combined Authority must set a budget every year which is agreed through its formal decision-making processes. This report outlines the legal and governance processes that need to be completed including consideration by Overview and Scrutiny Committee and the West Midlands Combined Authority Board.

## **14.0 Inclusive Growth Implications**

- 14.1 West Midlands Combined Authority will continue to have due regard to proactively delivering inclusive growth in the West Midlands region. The budget proposals contained in this report reflect that commitment.

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

- 15.1 The Budget proposals encompass the West Midlands region.

## **Appendices**

- Appendix 1 – Transport Delivery Revenue Budget
- Appendix 2 – WMCA Delivery Budget
- Appendix 3 – Transport Capital Programme
- Appendix 4 – Housing & Other Capital Programme
- Appendix 5 – Investment Programme Capital Grants to Local Authorities
- Appendix 6 – Mayoral Q&A - Budget 2021/22

Appendix 7 – Treasury Management Strategy 2021/22

Appendix 8 – Capital Strategy 2021/22

Appendix 9 – 2021/22 MRP Policy

Appendix 10 – Pay Policy Statement

## Proposed Transport Revenue Budget

TRANSPORT FOR WEST MIDLANDS	2020/21 BUDGET £000	2021/22 BUDGET £000	2022/23 BUDGET £000	2023/24 BUDGET £000	2024/25 BUDGET £000	2025/26 BUDGET £000
<b>INCOME</b>						
Transport Levy	114,720	114,720	114,720	114,720	114,720	114,720
Commonwealth Games Grant	2,157	3,933	20,725			
Use of Reserves	3,633	3,900				
<b>TOTAL INCOME</b>	120,510	122,553	135,445	114,720	114,720	114,720
<b>EXPENDITURE</b>						
<b>Concessions</b>						
National Bus Concession	51,006	50,587	51,874	53,187	55,116	57,678
Metro / Rail	4,575	4,573	4,581	4,587	4,591	4,594
Child Concession	7,837	7,031	7,374	7,731	8,097	8,482
	63,417	62,191	63,829	65,505	67,804	70,754
<b>Bus Services</b>						
Bus Stations / Infrastructure	4,542	4,895	5,383	5,440	5,624	5,814
Subsidised Network	10,409	11,478	13,315	13,859	14,400	14,941
Accessible Transport	6,617	6,627	6,627	6,627	6,627	6,627
	21,567	23,000	25,325	25,927	26,651	27,382
<b>Rail and Metro Services</b>						
Metro Services	2,642	2,534	7,086	3,751	3,786	3,822
Rail Services	2,805	2,909	2,862	2,801	2,861	2,924
	5,447	5,444	9,948	6,553	6,648	6,746
<b>Integration</b>						
Safety and Security	1,274	1,305	1,344	1,406	1,457	1,509
Passenger Information	5,729	5,585	5,936	6,238	6,436	6,643
Sustainable Travel	567	595	582	603	613	624
	7,570	7,485	7,861	8,247	8,507	8,777
Network Resilience	3,100	3,003	3,074	3,327	3,473	3,552
Commonwealth Games	2,157	3,933	20,725			
Business Support and Democratic Services	3,764	3,768	3,772	3,776	3,780	3,784
Strategic Development	3,141	3,383	3,358	3,814	3,894	4,044
Transport Governance	132	131	132	132	132	132
Capital Finance Charges	10,214	10,215	10,217	10,219	10,220	10,222
<b>TOTAL EXPENDITURE</b>	120,510	122,553	148,242	127,499	131,109	135,393
<b>NET</b>	0	(0)	(12,797)	(12,779)	(16,389)	(20,673)

### **ENCTS (National Bus Concession) £50.6m**

- Free Travel for all entitled to national pass from 9.30am to 11pm
- Reimbursement regulated by Secretary of State with guidance provided by DfT
- Current discretionary scheme extension 11pm to last bus

### **Child Concessions £7.0m**

- Half fare travel
- Children 5-15 Years
- Young adults in education 16-18 Years
- Apprentices and Trainees 16-18 Years Weekdays before 9.30 am & between 15.00 & 18.00 Hrs

### **Rail and Metro Concessions £4.6m**

- Extensions of national bus scheme to rail and metro
- After 9.30pm to midnight weekdays, all day weekends and bank holidays
- Rail estimated 4.6m trips per annum (pre-Covid-19)
- Metro approx. 1.0m trips per annum (pre-Covid-19)

### **Subsidised services £11.5m**

- Policy criteria -Minimum 8 passengers per journey
- The current VFM Thresholds are £2.16 for tendered contract and £1.80 for de minimis contracts
- Access criteria 400m (7am -7pm) 700m (all other times)

### **Accessible Transport £6.6m**

- Ring & Ride service provided by NEAT (National Express Accessible Transport)
- Currently negotiating the terms of a revised agreement
- Negotiations encompass terms for future funding and single and multi-year settlements
- Performance is at the heart of the discussions
- This affects 14,000 registered users / 700,000 trips per annum although has been critically impacted by the coronavirus pandemic

### **Passenger information £5.6m**

- Real time information across the network
- Customer information is a focus in all formats: at bus stops, shelters, bus stations & online
- Travel Information Centres
- We continue to provide and invest in customer service teams and telephone support

### **Bus Stations/Infrastructure £4.9m**

- Management and Maintenance of 12 Bus stations, circa 12,000 stops and shelters
- Infrastructure Costs – cleaning, repairs, rates, CCTV, Electricity, routine maintenance
- Bus policy development options (taking forward the 'Vision for Bus')

### **Rail Services £2.9m**

- Provision, management, on-going maintenance and operation of 41 Park and Ride sites, circa 9,000 spaces
- Delivery of TfWM Rail responsibilities including Rail Partnerships and industry engagement
- WMCA contribution to WMR Limited (a consortium of 16 local authorities) which has co-responsibilities with the DfT for managing the West Midlands Rail franchise

### **Metro Services £2.5m**

- Subsidy and franchise assumptions continue to be reviewed in light of COVID-19

**Safety and security £1.3m**

- Safer Travel police team, CCTV at Bus & Rail Stations including interchanges, CCTV control Centre

**Business & Democratic Support £3.8m**

- This covers the transport related element of support and overhead costs attributable to 16 Summer Lane, ICT, Legal, Procurement, Health & Safety, Equalities, Programme Management, Finance, Human Resources, & general business infrastructure & support

**Strategic Development £3.4m**

- Transport team delivering plans for devolution, strategic economic plan proposals, developing business cases and related policy and strategy development.

**Capital Finance Charges £10.2m**

- Loan interest on existing loan book
- Past Pension costs and deficit funding arrangements

**Network Resilience £3.0m**

- Resource to work on managing congestion and mitigating impact of the wider transport investment programme
- Resource to assist in embedding the Key Route Network as part of an integrated transport system to support economic performance and keep people safe and well informed
- Costs associated with operating the RTCC (Regional Transport Coordination Centre)
- To deliver both agreed and emerging policies (e.g. Congestion Management Plan, Highways Investment Plan, Regional Road Safety Strategy)

**Sustainable Travel £0.6m**

- This represents the costs of Sustainable travel work within TfWM including the West Midlands Cycle charter, oversight of cycling strategy and investment across the West Midlands and delivery of the West Midlands Bike Hire project.

**Transport Governance £0.1m**

- This represents the cost of elected members related to the responsibilities of the Transport Delivery Committee

**Commonwealth Games £3.9m**

- All costs are funded from grant income
- This does not include the cost of infrastructure legacy projects which are included in the Capital Programme

<b>Development and Delivery</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Delivering our Cycling Charter & making streets more walkable	West Midlands Cycle Hire WM Cycle and WM Walking - development and promotion of the: West Midlands Cycling and Walking Network West Midlands Walking and Cycling Programme (2019-2023)
Delivering a step change in our Mass Transit Network to unlock growth and tackle climate change	Sprint A45 Sprint A34
Management of the TfWM Capital Programme	Monitoring and reporting TfWM Integrated Transport Block and Transforming Cities Fund Capital Programme deliverables
Increasing the efficiency and performance of transport delivery in the West Midlands	Development of a comprehensive Capital Projects Register for TfWM portfolio to provide a single view of project status and delivery confidence.  Ensure application of consistent approach and best practice through the Programme Development Manual.
Commonwealth Games Active Travel Legacy	Cycling for Everyone

<b>Integrated Network Services</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Delivering our bus vision to support growth, inclusion and reduced car dependency</p>	<p>Work with National Express Accessible Transport to monitor and assist in the delivery of the West Midlands Ring &amp; Ride Service within budget and in-line with contractual requirements. To work with NEAT on the transformation of the R&amp;R service with an aim to implementing the objectives of the mid-term review.</p> <p>Deliver, monitor and manage performance of the subsidised bus network within budget, in-line with agreed access standards and contractual requirements.</p> <p>Develop and deliver the objectives of the West Midlands Bus Alliance, within the core objectives of having the greenest, best value, simplest ticketing, most reliable and safest network possible.</p> <p>Develop and deliver a programme for the implementation of a UK leading low emission bus fleet including the introduction of zero emission corridors and areas in line with the West Midlands Vision for Bus.</p> <p>Investigate and deliver opportunities for DRT in the West Midlands as part of delivering our Vision for Bus and Future Mobility Zones.</p> <p>Undertake the OBC for Bus Policy Options within the 2017 Bus Services Act by May 2021</p> <p>Ensure that operational assets are available, safe &amp; maintained and opportunities for commercial revenues are explored</p>

<b>Integrated Network Services</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Making our transport assets more affordable by increasing commercial revenues</p>	<p>Management and operation of bus stations and travel shops to agreed standards and WMCA policies.</p> <p>Deliver a world class, multi modal interchange in Dudley</p> <p>Develop and deliver the Sutton Coldfield Gateway - bus and rail interchange</p> <p>Investigate the delivery of Bus Station style services at other key interchanges that have high footfall and departures</p> <p>Enhancement of assets at bus stations and travel shops through the 21/22 asset upgrade programme</p> <p>Continue the delivery of the new brand across the transport network</p> <p>Carry out a refurbishment at Coventry Pool Meadow ahead of the 2021 City of Culture</p>

<b>Integrated Network Services</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Ensure strategic and operational Health and Safety aims and key deliverables are communicated and embedded throughout the WMCA</p>	<p>Develop a Health and Safety Strategy 2020-2023 and Delivery Plan 2021/22 to ensure strategic aims and key deliverables are communicated and embedded throughout the organisation</p> <p>External Accreditation of Safety Management System (SMS) including transition to ISO 45001 by March 2021</p> <p>Further develop WMCA Health and Safety Risk Profile to ensure risks associated to the organisation's undertakings are understood and sufficient mitigations implemented to ensure all statutory and regulatory requirements are met</p> <p>Deliver Health and Safety Audit and Inspection Programme associated to organisational premises, assets, programme delivery and undertakings</p> <p>Develop and deliver Health and Safety Communications Plan to promote health and safety and encourage ongoing employee engagement</p> <p>Develop and introduce a comprehensive Health and Safety training programme</p> <p>Periodic review and update of WMCA Health and Safety governance and reporting arrangements</p>

<b>Integrated Network Services</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Developing park &amp; ride to support better access to the Integrated Transport System</p>	<p>Improve customer experience at Park &amp; Ride sites through high quality operations and enhanced customer facilities and services.</p> <p>Continue with the development and delivery of expansion of Park &amp; Ride at already approved locations, seeking to deliver in the region of 2,200 additional spaces in the next five years</p> <p>Following the completion of the regional Park &amp; Ride strategy, develop a Park &amp; Ride delivery plan gearing up to deliver new and expanded strategic Park &amp; Ride in the areas of most benefit to the region and customers over the next five years (in addition to those sites already approved for expansion)</p> <p>Develop a plan for improving the financial operation of Park &amp; Ride, exploring opportunities to reduce the significant impact that managing Park &amp; Ride sites has on the levy budget</p> <p>Identify sites and develop a delivery plan for Park &amp; Ride for the Commonwealth Games</p> <p>Identify sites and develop a delivery plan for Park &amp; Ride for SPRINT</p>

<b>Rail</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Enhance the capacity of our rail network for a better-connected region	<p>Rail enhancements (advance planning)</p> <p>Midlands Connect support</p> <p>HS2 released rail network capacity</p> <p>Commonwealth Games enhanced rail services</p>
Using rail franchising to support and engage on rail development	<p>West Midlands Railway Franchise Management</p> <p>Franchise Engagement Strategy</p> <p>West Midlands Stations Alliance</p> <p>Strategic Rail Industry Engagement and Consultation Responses</p>
Continually improving the quality and capacity of our rail stations and interchanges	<p>Package 1 Stations (Willenhall &amp; Darlaston)</p> <p>Package 2 Stations (Moseley, Kings Heath &amp; Hazelwell)</p> <p>Perry Barr Station and Bus Interchange</p> <p>One Station Project</p> <p>Aldridge Station</p> <p>Dudley Port Interchange</p> <p>Cannock Station Upgrade</p> <p>Kings Norton Station &amp; capacity upgrade</p> <p>Birmingham International Interchange Hub</p> <p>Solihull Station upgrade</p> <p>Snow Hill Platform 4</p>
Develop a single rail network vision & devolution case to support a growing West Midlands	<p>Further rail devolution</p> <p>WMRE single network vision and West Midlands Grand Rail Collaboration</p>

<b>Metro</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Improving the financial performance of our Metro to support growth of the network	West Midlands Metro Off Vehicle Ticketing Revenue Protection Enforcement
Extending the Metro Network to better serve more people and businesses	Birmingham Eastside Extension (BEE) Programme Birmingham Westside Extension (BWE) Wolverhampton City Centre Extension (WCCE) Wednesbury to Brierley Hill (WBHE) Extension
Extending the Metro Network to better serve more people and businesses	Metro Control and Comms Systems Line 1 Traction Power Depot Expansion Line 1 Lifecycle Works

<b>Network Resilience</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Managing the West Midlands Network through improved coordination with the regional transport coordination centre	<p>RTCC – Highways Investment Package – Equipping the network with technology enhancements including ITS Traffic Signals, CCTV, VMS, Communication networks)</p> <p>Perry Barr Mitigation Package</p> <p>Design and Layout RTCC facility Summer Lane (completed)</p> <p>Delivery of a Local Road hub in Highways England’s ROC</p> <p>Relocation of the Data room from the 6<sup>th</sup> floor to the 1<sup>st</sup> Floor Summer Lane.</p> <p>Customer information (web and digital tools)</p> <p>Operations development</p> <p>Data Engine</p> <p>ICT enhancements</p> <p>Journey assistant / website upgrades</p>

<b>Network Resilience</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Keeping travellers informed and finding new ways of keeping the West Midlands moving through travel demand</p>	<p>Travel Demand Management Strategy &amp; Delivery Programme (deliver targeted operational TDM strategies around the investment programme (BAU).</p> <p>Developing new customer insights and data and intelligence of the highway network – ADEPT Live Lab</p> <p>(creation of granular personas, deployment of ANPR cameras and analytics of data received to understand the performance of the network – feeding into RTCC data Engine)</p> <p><b>Deliver strategic principles in Covid-19 Transport Plan in the next 3-12 months, getting businesses back up and running; and supporting travel to schools:</b></p> <ul style="list-style-type: none"> <li>• Delivery of EATF Tranche 2 supporting measures scheme</li> <li>• Monitoring and evaluation of the schools’ restart and TDM surge in spring term.</li> </ul> <p>Communications and Engagement</p> <p>Major Scheme Campaigns</p> <p>Disruption Event Campaigns</p> <p>Disruption digital customer tools</p> <p>Wider resilience comms</p> <p>RTCC – monitoring and evaluation of customer messaging alerts.</p>

<b>Network Resilience</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Keeping the transport network safe and secure	<p>Monitoring the delivery of the Road Safety Strategy with partners to achieve the target of 40% reduction in KSIs and fulfil statutory obligations.</p> <p>Develop the regional road safety multi-year action plan with partners</p> <ol style="list-style-type: none"> <li>1. Ensure a safe and secure public Transport Network through the Safer Travel Partnership with West Midlands Police and support the delivery of the West Midlands PCC policing Plan.</li> <li>2. Work with the West Midlands Local Resilience Forum to ensure that the Network Emergency Plan remains fit for purpose and TfWM staff are adequately trained and prepared to respond to an emergency incident.</li> <li>3. Manage EU exit risks and continued response with Covid 19 working within the Local Resilience Forum structures</li> </ol> <p>CCTV operations</p>

<b>Network Resilience</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Mitigating the impacts of transport investment programmes on the West Midlands Network	<p>Provide oversight on the disruptive impacts of major scheme construction in the region, including development and delivery of:</p> <ol style="list-style-type: none"> <li>1. Creation and coordination of scheme specific mitigation governance, including Cross Partner Mitigation Group and thematic sub-groups</li> <li>2. Application of West Midlands Major Scheme Modelling Framework to understand cumulative impacts of development</li> <li>3. Creation of composite traffic management plans, taking account of interfacing construction projects</li> <li>4. Developing operational Travel Demand Management strategies and planning and delivering TDM surges and associated communications campaigns and engagement</li> </ol> <p>Development and application of Monitoring and Evaluation Plan to dynamically monitor and manage disruptive events on the network</p> <p>TDM programme to be developed around the HS2 main works programme along the Phase 1 Route</p>

<b>Network Resilience</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Developing and enhancing the performance of the Key Route Network (KRN) to tackle congestion	<p>KRN Action Plans and Road Safety</p> <p>Developing a five-year programme on the back of the action plans solutions will be a main activity next year – delivery of the overall programme will be a new ask that will likely require a pitch to DfT or HMT as part of Devo discussions.</p> <p>MRN – Highways Investment Programme Development</p> <p>KRN – On Road Disruption Service</p> <p>Future Mobility Rules of the Road</p> <p>Develop the Corridor Managers Framework for the KRN</p> <p>Developing the KRN Action Plan Programme</p> <p>Congestion Management Plan Yr. 2 Progress</p> <p>Developing the capabilities for the single view of the network.</p> <p>Support the introduction and management of street works through Street Manager</p> <p>Developing a new central repository for Highways Assets across the KRN.</p>

<b>Network Resilience</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Delivering the operational plan for the Commonwealth Games for visitors to the region and ensuring reduced impact on everyday journeys</p>	<p>AB1 Cycling for Everyone Active Travel legacy scheme</p> <p>AB2 Games Transport Plan Prepare and consult on plan Transport policy including sustainability and accessibility Legislation Legacy planning</p> <p>AB3 Manage the Integrated Transport Programme Cross-partner Programme Management office Project Management support Over-sight of transport Capital Programme. Over-sight of B2022 programmes</p> <p>AB4 Manage Games-time operational deliver obligations under the OC/WMCA Funding Agreement Deliver Spectator and Workforce Transport</p> <ul style="list-style-type: none"> <li>• Modelling and Forecasting</li> <li>• Mapping solutions</li> <li>• Transport Planning</li> <li>• PT Ticketing Solution</li> <li>• PT Strengthening – bus, rail, tram</li> <li>• Park and Ride</li> <li>• Shuttle Services</li> <li>• Accessible Transport</li> <li>• Active Travel</li> </ul> <p>Deliver Traffic Engineering and Road Network Management</p> <ul style="list-style-type: none"> <li>• Games Routes</li> <li>• Local Traffic Management</li> <li>• Network Management including road event planning</li> <li>• Traffic Orders</li> </ul> <p>Communications &amp; Engagement</p> <ul style="list-style-type: none"> <li>• Develop and deliver a communications and engagement strategy</li> <li>• Travel Demand Management marcoms delivery</li> </ul> <p>Transport C3, Readiness and Testing</p> <ul style="list-style-type: none"> <li>• RTCC Games mode</li> <li>• Transport Coordination Centre</li> <li>• Test events</li> <li>• Readiness exercises</li> </ul>

<b>Policy Strategy and Innovation</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Maintain &amp; refresh the West Midlands Statutory Transport Plan(s) and policies</p>	<p>Produce an evidence based and refreshed Movement for Growth for re-adoption in 2021/22 including associated statutory consultation, Equalities Impact assessment and SEA.</p> <p>Develop supporting policies, planning and technical guidance documents associated with the statutory transport plan</p> <p>Produce evidenced based and compelling lobbying and discussion papers (including Green/White papers) to secure additional investment and powers for the West Midlands</p> <p>Maintain and develop the TfWM Medium Term Business Plan, including improved business practices</p>
<p>Embed transport policy &amp; strategy in the plans and programmes of the wider WMCA &amp; partners to support integrated development planning</p>	<p>Ensure transport plans and policies support the wider agendas of WMCA</p> <p>Development of integrated infrastructure growth corridor plans incorporating land use, transport and digital for all formal growth corridors, supporting a single infrastructure funding pot</p> <p>Ensure the timely engagement in and formal responses to major planning applications and Local Plans</p> <p>Support WM2041 Carbon plans and ensure alignment with the refreshed LTP</p> <p>Provide dedicated advice to the CA Transport Portfolio Holder, Strategic Transport Board, Transport Scrutiny Committee and Mayor concerning policy, strategy and investment plans in transport, including during Mayoral election periods</p>

<b>Policy Strategy and Innovation</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Develop and maintain a deep understanding of the needs, attitudes and perceptions of people who use our transport system</p>	<p>Undertake bespoke market research activity on a commission basis</p> <p>Undertake on-going, representative research tracking citizen sentiment regarding transport infrastructure and services</p> <p>Input to the Statutory Transport Plan refresh by undertaking a research programme to understand public attitudes to transport in the Climate Change Agenda and scope of potential travel demand initiatives to support policies and objectives</p> <p>Maintain, update and promote the All Traveller Segmentation tool to provide a detailed understanding of all West Midlands residents.</p> <p>Maintenance and promotion of the online market research community (m.Roc)</p>
<p>Continue to develop and maintain a robust common data environment for transport</p>	<p>Host the regional Joint Data Team and continue to develop services to provide a cost effective minimum viable basic transport intelligence service</p> <p>Develop and maintain transport systems performance, delivery and operational performance monitoring data and appropriate dashboards. Develop performance into research to support policy and to evaluate impact.</p> <p>Create and maintain a high standard of reliable access to the common data environment</p> <p>Develop a series of digitized transport system products to support a step change in intelligence driven activity</p>

<b>Policy Strategy and Innovation</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Analyse the transport system to provide deep insight, recommend actions and produce robust and funded evidenced based business cases for schemes and programmes</p>	<p>Lead on the maintenance and development of appropriate technical tools and resources to enable agile analysis of network performance and forecast future demands and needs across all modes</p> <p>Undertake robust optioneering for changes and develop detailed strategic cases for change and secure funded business case studies for recommended change proposals</p> <p>Develop full business cases for preferred options in order to secure funding for changes, projects and programmes</p> <p>Provide technical support and research to LAs/TfWM on significant transport planning issues</p> <p>Monitor and evaluate the effectiveness of changes to the transport system following the principles of TfWM's M&amp;E framework and the requirements of scheme funders as appropriate</p>

<b>Policy Strategy and Innovation</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Create a strategic transport innovation eco-system in the West Midlands to stimulate growth and improve the region's ability to address environmental and social objectives through mobility</p>	<p>Develop and deliver a roads of the future (digital and connected) programme that explores new transport modes and models, decarbonisation through transport, behavioural change and social inclusion, with a specific initial priority focus on freight and logistics</p> <p>Provide programme delivery and innovation support within TfWM and directly to Local Authority partners, including the embedding of innovation into BaU activity to ensure a legacy benefit</p> <p>Secure a funded and robust delivery mechanism for a coordinated roll-out of ULEV refuelling infrastructure and supporting innovation focused ULEV projects.</p> <p>Sponsor and direct the West Midlands 5G Urban Connected Communities Mobility programme</p> <p>Support and deliver high impact research and innovation showcase projects which align with policy problems and key strategic initiatives such as City of Culture and Commonwealth Games</p> <p>Coordinate and facilitate the development and delivery of the West Midlands LIS Implementation Plan - Future Mobility vertical</p> <p>Deliver the Future Transport Zone 1 UK pathfinder programme</p> <p>Develop and deliver the next generation of Integrated Future Mobility Services (Public, Private and Active Travel) for the West Midlands building on the successful Swift platform.</p> <p>Develop a programme for new commercialisation and revenue generating opportunities using innovative new technology, exploiting existing digital and infrastructure assets (including data, Swift and R&amp;D test facility infrastructure such as Midlands Future Mobility)</p>

<b>Policy Strategy and Innovation</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Creating a system for easy to use and affordable payments to access the transport system – customer information</p>	<p>Enhance the TfWM and Swift website with focused improvements of the ‘ticket finder’ function.</p> <p>Deliver a new and improved Journey Planner as part of the wider work to deliver a MaaS platform or at the very least an enhancement of the Swift App.</p> <p>Continue to develop the Swift App UI incorporating user feedback on a case by case basis ensuring value for money</p>
<p>Creating a system for easy to use and affordable payments to access the transport system – customer payment</p>	<p>Deliver the Fares &amp; Payments Strategy objectives for 2021/22</p> <p>Deliver the full integration of Swift on Rail including gaining RSP accreditation and supporting West Midlands Trains with the rollout of Swift</p> <p>Operate Swift systems and Managed Service including a focus on maximisation of savings</p> <p>Continue to develop and improve the Account Based Ticketing with Best Value Capping solutions.</p> <p>Widen Swift offering to incorporate and expand payments for other modes including Car Parking and Bikeshare.</p> <p>Deliver Swift API’s including payments via Swift for third party suppliers.</p> <p>Deliver a compliant and robust ENCTS and Child Concessionary Fares Scheme including calculation and negotiation of payments to operators.</p>

**Proposed West Midlands Combined Authority Delivery Budget**

**Annex A** – Productivity and Skills Portfolio

**Annex B** – Housing and Land Portfolio

**Annex C** – Economy & Innovation Portfolio

**Annex D** – Culture and Digital Portfolio

**Annex E** – Wellbeing Portfolio

**Annex F** – Public Service Reform and Social Economy Portfolio

**Annex G** – Environment, Energy and HS2 Portfolio

**Annex H** – Inclusive Communities Portfolio

**Annex I** – Leadership & Corporate Support

**Productivity and Skills Portfolio**

<b>Productivity and Skills Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	595,988	772,229
Adult Education (grant funded)	128,534,243	129,690,127
Employment Support	2,070,417	1,228,625
Construction Skills	1,576,400	0
Digital Skills	4,157,394	464,980
Jobs and Skills	410,120	237,092
Careers Support	61,144	64,287
Technical Education	97,845	84,292
Carry forward of efficiencies	212,843	0
<b>Total Funding</b>	<b>137,716,394</b>	<b>132,541,632</b>
Staff Costs (Membership fee funded only)	571,747	555,145
Project Delivery - careers, apprenticeships, youth unemployment	237,084	217,084
Adult Education Budget	128,534,243	129,690,127
Construction Skills	1,576,400	0
Employment Support	2,070,417	1,228,625
Digital Skills	4,157,394	464,980
Careers Support	61,144	64,287
Technical Education Support	97,845	84,292
<b>Expenditure before Jobs and Skills Programme</b>	<b>137,306,274</b>	<b>132,304,540</b>
Jobs and Skills Support	410,120	237,092
<b>Total Expenditure</b>	<b>137,716,394</b>	<b>132,541,632</b>
<b>Total</b>	<b>-</b>	<b>-</b>

<b>Productivity and Skills</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Support more people into work through the provision of locally tailored support to help improve:</p> <ul style="list-style-type: none"> <li>• access to the basic English, maths and digital skills that adults need for life and work</li> <li>• more training that leads to jobs</li> <li>• higher level skills needed to support individuals and underpin economic recovery</li> </ul>	<p>Commissioning and performance management of the Adult Education Budget</p> <p>Delivery of Employment Support Pilot</p> <p>Delivery of Digital Retraining Pilots</p> <p>Development of new higher-level skills programmes in digital, green tech and health science to be delivered through AEB</p>
<p>Develop and deliver a new Covid jobs and skills focus:</p> <ul style="list-style-type: none"> <li>• create a new offer for unemployed people – reflecting the new challenges of the current economic landscape, with a focus on those groups most impacted</li> <li>• work with large-scale investments and regional employers to ensure that we train up more local people to better access jobs</li> </ul>	<p>Provide a regional Employment Support offer to individuals and employers – reflecting the range of partner and CA resources</p> <p>Review and develop an offer for other groups affected – BME, over-50s etc</p> <p>Establish a clear Youth Offer for young people at risk of or experiencing unemployment – to be launched via our emerging Youth Platform</p> <p>Establish the Jobs and Skills Academy for the CWG including a training and volunteering offer</p>
<p>Accelerate the take up of good quality apprenticeships across the region</p>	<p>Secure levy transfer funds from employers – employer engagement</p> <p>Clear offer to apprentices displaced</p> <p>Stimulate demand from regional SMEs to take on apprentices through levy – direct marketing and brokerage services</p>

<p>Support the development of a strong regional offer of specialist technical education and training</p>	<p>Through the Skills Advisory Board and its work, set a clear direction for the development of technical training for the region aligned to the needs of businesses</p>
<p>Secure additional employment and skills funding for the region</p>	<p>Build case including devo and CSR ask for single pot Shared Prosperity Funding to replace ESF funding</p> <p>Continue to develop our approach to better tackle needs</p>

Housing and Land Portfolio

<b>Housing and Land Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Devolution Funding (Housing & Land)	2,431,712	1,437,907
Other funding sources	89,025	90,806
<b>Total Funding</b>	<b>2,520,737</b>	<b>1,528,713</b>
Staff costs	1,417,237	766,291
Housing and Land delivery support - Development, investment and master planning expertise	1,100,000	758,921
Travel & Subsistence	3,500	3,500
<b>Total Expenditure</b>	<b>2,520,737</b>	<b>1,528,712</b>
<b>Net Total</b>	-	-

<b>Housing &amp; Land</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>Deliver our nationally leading brownfield regeneration and housing delivery programmes to achieve the prescribed KPIs and Output Requirements set by HMG and WMCA Board</p>	<p>Deploy over £400m+ of devolved housing and land funds, including new Brownfield Funds, to achieve the prescribed housing, investment and jobs targets and outputs set by Government. Demonstrated by achieving monthly and quarterly output and investment targets.</p> <p>Drive forward our pipeline of locally agreed public and private sector led housing and regeneration projects on sites in market failure - securing thousands of new jobs and new homes and unlocking £millions of new investments on brownfield land that has been derelict or stalled for years. This builds on the track record the WMCA has shown in brownfield regeneration and housing delivery since 2017</p> <p>Deploy effective disposals strategies to land recently acquired through this programme to ensure full achievement of approved project delivery and spend programmes.</p> <p>Utilise funding from HMG to leverage wider inclusive growth outcomes of WMCA such as affordable housing, advanced methods of construction, supporting sustainable transport ensuring these are set out clearly as targets in the SCF</p> <p>Deploy funding through the WMCA approved and HMG endorsed single commissioning framework and procedures, achieving the timescale milestones for end to end process, which is a requirement of Land Fund and Brownfield Fund.</p>
<p>Ensure delivery of the requirements of the 2018 Housing Deal and lead performance reporting to Government</p>	<p>Oversee, monitor and report monthly to Government on satisfactory performance in delivering the requirements of the March 2018 West Midlands Housing Deal including the ambitious targets of 215,000 new homes by 2031, Land Fund housing outputs, and timely progress on Local Plans Reported quarterly to MHCLG and HMT</p>
<p>Effectively develop, collaborate and submit compelling business cases for additional funding from HMG to deliver WMCA approved priorities</p>	<p>Work with local authorities and existing and new industry groups (e.g. Town Centre Taskforce, Zero Carbon Taskforce) to submit compelling business cases each quarter to secure further HMG investment into agreed priority delivery and policy areas, including Advanced Methods of Construction, Zero Carbon Housing, brownfield land, affordable housing, Public Land.</p>

<b>Housing &amp; Land</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Implement the approved Housing & Land Board Covid-19 Recovery Strategy and Pipeline Development	<p>Work closely with local authorities and expert taskforces to support and implement delivery of the approved Housing and Land Board Recovery Strategy (September 2020) demonstrating the region's recharge programme for post-Covid-19 inclusive growth –quarterly updates to Housing and Land Board</p> <p>Complete the Housing and Land Board commission for a Covid-19 project schedule for locally agreed land and development projects – draft Q1 2021, complete Q3 2021/22</p>
Establish new partnerships and joint ventures and delivery vehicles	<p>Establish new and strengthen existing strategic partnerships and joint ventures with public and private sector partners in line with requirements of the March 2018 Housing Deal and the Housing and Land Board Recovery Plan. Key goals being to unlock and deliver new land and development projects, attract new private sector investment, share risk and reward and improve development quality – including launching the Affordable Housing Delivery Vehicle in 2021 and more Joint Venture Projects on WMCA land. Goal is at least 5 new partnerships by Q2 2021.</p>
Create strong investor engagement and developer relationships, working alongside West Midlands Growth Company	<p>Implement comprehensive and systemised engagement programme with investors, developers and other private sector investors and project promoters to build support, investment and drive projects to tangible delivery.</p> <p>Relaunch the West Midlands Investment Prospectus in Q2 2021 to present compelling investible propositions to the market</p>
Develop and collaborate on identified policy development work that supports delivery of the Housing and Land Board's KPIs and the Recovery Strategy	<p>To broker dialogue between the region and HMG on identified policy issues, developments and emerging matters and to develop policy thinking on key issues commissioned by the Board.</p> <p>Establish quarterly key Policy forums programme for Housing &amp; Land</p> <p>Examples already identified include employment land policy, public land and zero carbon homes.</p>

<b>Housing &amp; Land</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Town Centre Regeneration	<p>Working closely with local authorities and the expert Town Centre Taskforce to develop compelling business cases and bids to HMG Towns Funds throughout 2021 (timetable TBC) and support negotiations with HMG.</p> <p>Deploy devolved housing and land funds through the SCF to identified town centre projects</p> <p>Work with the Regional Town Centre Taskforce, local councils and other partners to develop investment propositions in town centres in the region, create a new town centre toolkit in Q2 2021 and demonstrate regional recovery</p>
Advanced Manufacturing in Construction	<p>Working closely with local authorities and the expert AMC Taskforce to Secure new funding from HMG for AMC by Q2 2021</p> <p>Complete evidence pack of AMC in the region in Q1 2021</p> <p>Deploy a new AMC Funding Prospectus and Commissioning Framework in Q3 2021</p> <p>Publish the AMC Routemap in Q1 2021</p>
Zero Carbon Homes	<p>Working closely with local authorities and the expert ZCH Taskforce to secure new funding from HMG for ZCH in Q3/Q4 2021</p> <p>Develop a ZCH Routemap and Charter in Q2 2021</p>
Affordable Housing	<p>Establish Collaborative Delivery Vehicle with regional Housing Association partners by Q2 2021 to bring forward development on additional brownfield sites and secure more affordable homes in the region</p> <p>Review the operation of the regional affordable housing definition – Q2 2021</p> <p>Work closely with local authorities to develop revised business for affordable homes in the region – Q1 2021</p>

<b>Housing &amp; Land</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Regional One Public Estate Programme	<p>Oversee the delivery of the West Midlands' programme for OPE7 projects and OPE 8 (subject to agreement of proposals Feb 2021), achieving all the prescribed Cabinet Office targets and signed off quarterly reports.</p> <p>Work with OPE members on disposal and management of their individual public land assets</p> <p>Launch the Regional Public Land Taskforce to support new OPE projects</p>
Delivery of Modern Facilities Management Services for WMCA Corporate Space and HQ (at Summer Lane)	<p>Deliver Best in Class WMCA facilities management services provision against the agreed core offer and compliant with SLAs with tenants, customers and building users (services provided in house or through WMCA management of outsourced partners) - with regular quarterly user satisfaction surveys, robust monitoring of SLAs/contracts, and performance reports to our internal Joint Assets Board.</p> <p>Develop and implement an enhanced remote management policy approved by JAB for 16 Summer Lane by Q2 2021</p> <p>Adapt Summer Lane and plan for enabling works required to support the return to the office over the short to medium term – Q2 2021</p> <p>Develop a new policy for how WMCA corporate office space [at 16 Summer Lane] should be effectively and flexibly used by Q1 2021</p>
Deliver a Covid2020 WMCA working environment at HQ that is Covid compliant and support reimagined ways of working	<p>Deliver a COVID-2020 (and beyond) secure working environment for WMCA staff and visitors ensuring alignment with HMG Guidance, clear communications and putting safety at the heart of what we do and showcasing best practice to the region and country and supporting reimagined ways of working. Ongoing programme of work with regular quarterly user satisfaction surveys, and performance reports to our internal Joint Assets Board.</p> <p>Deliver clear and concise road maps for re-occupation of 16SL Q1 2021</p>

<b>Housing &amp; Land</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Business Continuity Planning and Emergency Response Programme Delivery	<p>WMCA Business Continuity Planning - Co-ordinate, lead and implement WMCA business continuity plans including a defined 16SL Business Continuity and Emergency Plan - maintaining business continuity during emergency situations and reporting directly to Health and Safety, CMT and SLT as appropriate. Q1 2021</p> <p>Refreshed Organisational Resilience Plan Q4 2021/22</p> <p>Develop a communications and engagement strategy by Q1 2021 to embed the 16SL emergency plan into the organisational resilience framework.</p> <p>Monitor and evaluate the effectiveness of the 16SL emergency plan to ensure it is fit for purpose and staff are trained to respond in an emergency – first review at end of Q1 2021</p> <p>Support the tactical response programme with review of the Operational Order for COVID-19: Quarterly reviews</p>
Continue to identify, test and develop new approaches to FM delivery driving opportunity for consistency and value across the portfolio	<p>Work closely with colleagues across the organisation to identify opportunities to leverage value for money, share space, best practice and a top quality approach to facilities management.</p> <p>Review opportunities &amp; approach Quarterly</p>
Lead WMCA Strategic Asset Disposals and Development	<p>Develop a single, consistent disposals and development strategy for WMCA assets to be launched in beta Q1 2021 and formerly implemented Q3 2021 – include supporting protocols, KPIs and procedures for WMCA assets, approved by Joint Assets Board.</p> <p>This will be known as the ‘WMCA Asset Disposals Framework’ and will be designed to a similar format to the SCF and SAF (e.g. triage, EoI, application, approval). Important for new sites recently purchased by WMCA from its housing programmes as well as existing TfWM sites considered surplus to requirements</p>

<b>Housing &amp; Land</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Strategic Asset Prospectus	Working with H&R Land Team prepare and launch a compelling Strategic Asset Prospectus for developers and investors for WMCA Assets identified for development and disposal. In line with best practice prospectuses used by our public sector partners. The prospectus will set out how to drive housing delivery, generate new investment and income Q4 2021/22
Lead WMCA Strategic Asset Management	Deliver Best practice Commercial Property Management services across the Corporate Asset portfolio (i.e. tenant management, rates, income generation, vacant land site management).  Key milestones:  Deliver a new effective Estates Management module to the CAFM database Q2 2021 to maintain top quality information records on the corporate estate  Maintaining External Accreditation of the organisation's Environmental Management System (EMS) ISO14001 Twice yearly audits (May/November)
Public Land Taskforce	Launch a new Public Land taskforce, as agreed by the Housing and Land Board, in Q1 2021 to support wider public land disposals and alignment in the pursuit of new homes, jobs, investment and inclusive growth
Leading the Work on Summer Lane 2021 – the Future of Summer Lane	Lead the WMCA project on the Future of Summer Lane (Summer Lane 2021) working closely with colleagues across the business to review the long-term future options for Summer Lane. Key deliverables include:  Business case sign off by JAB Q2 2021  Benchmark review against other public and private sector partners Q2 2021  Deliver new 'Satellite' workspace provision for WMCA employees in line with WMCA reimagined working including other WMCA owned spaces, Local Authority and other OPE partner spaces Q4 2021/22

**Economy & Innovation Portfolio**

<b>Economy &amp; Innovation Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	1,312,205	1,788,454
Mayoral Capacity Funding	92,576	0
Creative Scale Up Grant Funding	650,000	216,613
Create Central Grant Funding	0	314,000
Funding for Office for Data Analytics	256,837	251,628
Use of Reserves	312,141	0
<b>Total Funding</b>	<b>2,623,759</b>	<b>2,570,695</b>
<b>Staff Costs</b>		
Economy & Innovation	484,598	503,808
Strategy & Policy	294,800	285,509
Office for Data Analytics, Research and Intelligence	153,528	156,628
Economy & Innovation - Project Support	595,024	505,000
Strategy & Policy Project Support	52,500	84,750
Office for Data Analytics, Research and Intelligence Project Support	343,309	335,000
Growth Company Annual Membership Fee	700,000	700,000
<b>Total Expenditure</b>	<b>2,623,759</b>	<b>2,570,695</b>
<b>Net Total</b>	<b>-</b>	<b>-</b>

<b>Economy &amp; Innovation</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<b>Economy and Innovation</b>	
Refresh of the region's economic strategy to build recovery momentum and provide the platform to secure investment	A high-level refresh and make more agile the region's economic strategy by convening views from public, private and community partners. Align with Government's industrial strategy vision and communicate. Work with the LEPs and WMGC to embed sector recovery plans, economic services and place priorities in regional strategy.
Support economic resilience by monitoring and reacting to economic conditions and government projects.	Convene business, civic and trade union leaders to understand current economic issues and act on priorities. Includes Economic Impact Group, SED Board, Economic Recovery Steering Committee, Directors' network and Recovery Forum as appropriate. Convene regional partners to maximise investment from national funds.
Increase demand led business innovation in the wider economy, enabled by the Innovation Board and delivery of phase one of the West Midlands Innovation programme	Manage delivery of the £2.96m West Midlands Innovation Programme. Support the West Midlands Innovation Board in developing systems change, including high-level activity on innovation, business support and R&D policy.
Champion the West Midlands as a cluster for creative content businesses.	Support the Create Central Board to provide industry leadership to the creative content sector and deliver the growth plan. Deliver the BFI-funded project to boost the creative content sector with skills, innovation and inward investment interventions.
Specialist targeted support for creative businesses with the potential to scale up and seek options to maintain this support.	Deliver the Creative Scale Up pilot to support business growth, diversification and investment readiness, within the DCMS grant resources.
<b>Policy and Strategy</b>	
Support cross-organisational strategy and policy development	Develop a multi-year organisational strategy, building on mayoral delivery plans  Coordinate policy development through Policy Working Group

<b>Economy &amp; Innovation</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Develop regional submissions into Government on key fiscal and legislative events	<p>Develop 2021 Budget Submission</p> <p>Support Devolution Strategy Group</p> <p>Coordinate regional response to Devolution White Paper</p>
Engage with government, think tanks, and universities to ensure we have a national presence in policy debates	<p>Engage with Whitehall on Places for Growth/Beyond Whitehall Programme</p> <p>Support policy development through Midlands Engine, M9, and other partnerships</p>
<b>Office for Data Analytics, Research and Intelligence</b>	
Provide integrated intelligence to support regional decision-making on economic and social issues and stimulate better use of data analytics	<p>Deliver an integrated economic reporting programme including State of the Region report, ongoing economic Monitor reports, outcome monitoring of policies and research projects as resources allow, such as use of a forecasting model</p> <p>Purchase data, licenses and software to support WMCA and regional delivery priorities, and provide the expertise to use and implement them, including dashboards and data products</p> <p>Develop the WMREDI partnership model and seek to further leverage funding from initial investment</p> <p>Offer support and training for business cases and evaluation to improve programme development and assist the decision-making, validation and assurance of data and cases</p> <p>Produce clear, robust evidence of the impact of public service reform pilots and economic interventions on economic and social outcomes in the region</p> <p>Pursue the further use of data analytics and research, including information sharing, training on analytical skills gaps and deploying common analytical tools and methods.</p>

Culture and Digital Portfolio

<b>Culture &amp; Digital Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	210,000	173,505
<b>Total Funding</b>	<b>210,000</b>	<b>173,505</b>
Staff Costs	0	59,505
Digital	100,000	100,000
Culture & Tourism	110,000	14,000
<b>Total Expenditure</b>	<b>210,000</b>	<b>173,505</b>
<b>Net Total</b>	<b>-</b>	<b>-</b>

<b>Culture &amp; Digital</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Support the Cultural Leadership Board (sectoral) and Culture Officers Group (LA and LEP) to coordinate regional cultural activity	<p>Support the governance of both forums, including any additional recruitment</p> <p>Link cultural activity to other CA areas, ensuring culture remains a core focus and that cultural projects can access regional and national funds (e.g. LUF, UKSPF)</p> <p>Coordinate cultural input to refresh of industrial strategy</p> <p>Coordinate links with Cultural Compacts in the region</p> <p>Coordinate work with WMGC Tourism Board to provide joined-up support to visitor attractions and cultural organisations</p>
Develop a multi-year regional cultural strategy	<p>Scope and commission a cultural strategy, working closely with the cultural sector and major events (city of culture and commonwealth games) and linking with the findings for the regional cultural sector data project.</p> <p>Publicise strategy and coordinate implementation through COG and CLB</p> <p>Maintain and update the WM Cultural Infrastructure Map, and develop a regional cultural infrastructure pipeline</p> <p>Work with Arts Council England on a scheme to boost cultural investment in areas of low cultural engagement identified through regional research</p>

<b>Culture &amp; Digital</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Support the development of a thriving cultural sector in the region, supporting organisations, artists, and freelancers	<p>Explore the establishment of a regional resource to support vulnerable cultural organisations, building on the work of the WM Culture Response Unit and learning from the GLA's 'Culture at Risk' office</p> <p>Support the exploration of financial innovation for the cultural sector (e.g. asset-based investment, creative land trusts, levies, place-based crowdfunding)</p>
Coordinate the implementation of the regional digital strategy	<p>Work with internal and external partners to coordinate implementation of digital strategy</p> <p>Co-design and match fund specific initiatives where there are gaps in current activity</p> <p>Engage with Govt to identify further investment</p>
Improve digital inclusion in the region through partnerships with Local Authorities and Civil Society Organisations	<p>Bring together partners in a coalition to support digital inclusion</p> <p>Engage with Govt with a single, amplified voice to secure further resource</p> <p>Share and disseminate best practice</p> <p>Provide data and evidence to inform approach</p>

Wellbeing Portfolio

<b>Wellbeing Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	607,836	752,481
Thrive into Work Grant	105,117	157,689
Other funding sources	114,445	117,870
Carry forward of efficiencies	113,863	0
<b>Total Funding</b>	<b>941,261</b>	<b>1,028,040</b>
Staff Costs	618,144	684,673
Staff Costs (Thrive into Work Programme)	105,117	157,689
Mental Health Project / Consultancy Support	131,000	98,678
Health & Wellbing Project / Consultancy Support	87,000	87,000
<b>Total Expenditure</b>	<b>941,261</b>	<b>1,028,040</b>
<b>Total</b>	-	-

<b>Wellbeing</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Extension of Thrive-into-work programme	<ul style="list-style-type: none"> <li>• Extension of programme across region</li> <li>• Complete 468 referrals for into work or retention in work support</li> <li>• Generate 124 positive Job creation or retention outcomes</li> <li>• Establish future operating model for 2022/23</li> </ul>
Delivery of Thrive-at-work programme	<ul style="list-style-type: none"> <li>• Recruit 150 businesses to foundation level</li> <li>• Transition 30 businesses to the Bronze accreditation scheme</li> <li>• Identification of future funding and operating model for 2022/23</li> </ul>
Reconvene Mental Health Commission to identify new issues and approaches to mental health awareness and support in the region	<ul style="list-style-type: none"> <li>• Reconvene Mental Health Commission</li> <li>• Work with partners to develop new programme of mental health awareness work in light of Covid-19</li> <li>• Establish MH and Construction awareness Programme for the three Capital Programme sites for Birmingham 2022 c.700 individuals</li> </ul>
Develop and sustain a physical activity programme with regional partners	<ul style="list-style-type: none"> <li>• Develop the physical activity and wellbeing element of the Commonwealth Games Legacy Plan</li> <li>• Work with Active Environment and Walking and Cycling Task and Finish Groups to determine priority projects and secure funding</li> <li>• Explore the adoption of Making Every Contact Count approach for physical activity and other lifestyle factors</li> </ul>
Expand active environments project with a focus on inclusivity and accessibility	<ul style="list-style-type: none"> <li>• Expand the West Midlands Disabled Citizens Physical Activity Network Panel participation and online presence</li> <li>• Work with the Include Me programme to get over 400 more disabled people active</li> <li>• Work with the Include Me programme to train over 900 people on inclusivity</li> </ul>

<b>Wellbeing</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Develop health intelligence and data programme	<ul style="list-style-type: none"> <li>• Work with partners to enhance analytical and epidemiological data and evidence at a regional scale</li> <li>• Produce annual Health of the Region report</li> <li>• Work with partners on health data sharing arrangements and digital use-cases</li> <li>• Engage with government and other partners to secure long-term approach to regional health intelligence</li> </ul>
Develop collaborative programmes to tackle system-level health inequalities issues and embed HIAP approach in WMCA	<ul style="list-style-type: none"> <li>• Work with Applied Inclusive Growth Unit to embed HIAP approach within IG programme and approach</li> <li>• Explore becoming a 'Marmot Region' and implement necessary plans</li> <li>• Work with Midlands STaR Board Health Inequalities Working Group to identify at least one collaborative programme to tackle system-level challenges</li> <li>• Work with local partners to develop at least one exemplar 'people-powered health' initiative to roll-out learning across region</li> </ul>
Secure and implement the Radical Health Prevention Fund	<ul style="list-style-type: none"> <li>• Engage with government to secure investment in RHPF programme</li> <li>• Roll-out first phase of programme</li> </ul>

Public Service Reform & Social Economy Portfolio

<b>PSR &amp; Social Economy Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	510,350	676,032
Mayoral Capacity Funding	100,000	0
Veteran support funding	79,358	68,628
<b>Total Funding</b>	<b>689,708</b>	<b>744,660</b>
Staff Costs	589,708	694,660
PSR Project / Consultancy Support	100,000	50,000
<b>Total Expenditure</b>	<b>689,708</b>	<b>744,660</b>
<b>Net Total</b>	<b>-</b>	<b>-</b>

<b>Public Sector Reform</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Facilitation of the Homelessness Taskforce to develop, co-ordinate and embed a regional approach to designing-out homelessness	<ul style="list-style-type: none"> <li>• Add value to the work of our LAs through regional homelessness programmes</li> <li>• Contribute to ongoing public service reform and inclusive growth through encouraging a systemic approach to designing out homelessness across all WMCA strategies and programmes</li> <li>• Support public services to develop a voluntary commitment to collaborate to prevent and relieve homelessness in all its forms</li> </ul>
Commission and provide oversight for grant-funded homelessness programmes	<ul style="list-style-type: none"> <li>• Provide oversight for WM Housing First Pilot</li> <li>• Commissioning and delivery of Rough Sleepers Initiative programme</li> <li>• Commission 2 research projects on Housing First and Families in Temporary Accommodation</li> <li>• Secure funding for future programmes</li> </ul>
Facilitate collaborative project/programme A identified through Community Recovery process	<ul style="list-style-type: none"> <li>• Details to be decided by LA CEX on 25 November</li> </ul>
Facilitate collaborative project/programme B identified through Community Recovery process	<ul style="list-style-type: none"> <li>• Details to be decided by LA CEX on 25 November</li> </ul>
Research and analysis around early intervention and prevention in the West Midlands	<ul style="list-style-type: none"> <li>• Research into costs of key areas of 'failure demand' on the system</li> <li>• Analysis of merits of life-course approach</li> <li>• Good practice cases studies</li> <li>• Report setting out findings and ideas for intervention</li> <li>• Action planning and/or business case development</li> </ul>
Unlock investment in an area of public service reform through at least one social investment innovation	<ul style="list-style-type: none"> <li>• Further exploration of mechanisms including SIB projects; WM Future Fund; VCS Community Recovery Fund; RHPF</li> <li>• Business case development around most likely proposition</li> <li>• Engage with partners and government to secure investment</li> <li>• Support delivery as appropriate</li> </ul>

<b>Public Sector Reform</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Improve digital inclusion in the region through partnerships with Local Authorities and Civil Society Organisations	<ul style="list-style-type: none"> <li>• Bring together partners in a coalition to support digital inclusion</li> <li>• Engage with Govt with a single, amplified voice to secure further resource</li> <li>• Share and disseminate best practice</li> <li>• Provide data and evidence to inform approach</li> </ul>

<b>Inclusive Growth &amp; Social Economy</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Embedding inclusive growth within the WMCA and its partners	<ul style="list-style-type: none"> <li>• Development and roll-out of IG Business Partners programme</li> <li>• Development of guidance to support Single Assurance Framework process</li> <li>• Development of IG 'user journey microsite'</li> <li>• Exemplar case studies for key investment cases</li> </ul>
Develop and support Inclusive Growth Taskforce and IG monitoring and evaluation	<ul style="list-style-type: none"> <li>• Establish IG Taskforce and develop initial forward plan</li> <li>• Carry out initial Taskforce 'inquiry'</li> <li>• Produce two half-yearly inclusive growth monitor reports</li> </ul>
Support local authorities and their partners with 3 local Inclusive-Growth-In-Action initiatives	<ul style="list-style-type: none"> <li>• Work to develop East Birmingham Rapid Response Unit building on EBB strategy</li> <li>• Further work with SMBC around Kingshurst regeneration</li> <li>• Explore further opportunities – Chelmsley Wood, Black Country</li> </ul>
Unlock investment and co-ordinate delivery to drive forward the Social Economy Business Plan	<ul style="list-style-type: none"> <li>• Publish the Social Economy Business Plan</li> <li>• Support relevant actions and partners</li> <li>• Seek investment in key elements</li> </ul>

Environment, Energy and HS2 Portfolio

<b>Environment, Energy &amp; HS2 Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	250,961	265,326
Energy Capital Grant	0	239,814
Carry forward of efficiencies	93,577	0
<b>Total Funding</b>	<b>344,538</b>	<b>505,140</b>
Staff Costs (Fee Funded)	177,013	197,801
Energy Capital	0	239,814
Environment Project / Consultancy Support	167,525	67,525
<b>Total Expenditure</b>	<b>344,538</b>	<b>505,140</b>
<b>Total</b>	<b>-</b>	<b>-</b>

<b>Environment, Energy &amp; HS2</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Implementation of the first #WM2041 Five Year Plan	<ul style="list-style-type: none"> <li>• Develop delivery plan</li> <li>• Mobilise key delivery partners</li> <li>• On-going monitoring and review</li> <li>• Exploration of appropriate green finance mechanisms</li> </ul>
Facilitate priority projects / programmes arising from #WM2041 Five Year Plan not listed below	<ul style="list-style-type: none"> <li>• Identify and decide on priority projects / programmes</li> <li>• Business case development</li> <li>• Engage with government and other partners to secure investment</li> </ul>
Facilitate programme of business-led activity to support #WM2041	<ul style="list-style-type: none"> <li>• Develop WM2041 Business Network to identify on-going projects and activities</li> <li>• Work with Circular Economy Taskforce to develop and implement 'roadmap'</li> <li>• Roll-out WM2041 Business Pledge</li> <li>• Develop and roll-out Clean Innovation Challenge with WM5G</li> </ul>
Develop and implement WM Natural Capital programme	<ul style="list-style-type: none"> <li>• Carry out further research to develop natural capital programme and approach</li> <li>• Engage with government to explore Local Nature Recovery Plan and funding opportunities</li> <li>• Work with WM National Park to prioritise key projects and unlock funding</li> <li>• Develop and support WM Virtual Forest initiative</li> <li>• Seek investment and develop Community Green Grants programme to widen access to green space</li> </ul>

**Inclusive Communities Portfolio**

<b>Inclusive Communities Portfolio</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	117,530	67,500
<b>Total Funding</b>	<b>117,530</b>	<b>67,500</b>
Staff Costs	42,530	0
Youth Combined Authority, Consultancy and Project Activity	75,000	67,500
<b>Total Expenditure</b>	<b>117,530</b>	<b>67,500</b>
<b>Total</b>	<b>-</b>	<b>-</b>

<b>Inclusive Communities</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
<p>A Young Combined Authority (Board and Community) that challenges, informs and influences WMCA policy development and decision-making</p>	<p>Support to meetings of the YCA Board that focus on key priorities and plans</p> <p>Development activities for YCA Board members</p> <p>Recruitment campaign to refresh YCA membership for 22/23</p> <p>Increase the membership of the YCA Community ensuring diversity and representation</p> <p>A forward plan of engagement with the YCA Community including 6- 8 x engagement exercises</p>
<p>Leadership Commission activity focussed on</p> <ul style="list-style-type: none"> <li>• improving diversity at senior levels</li> <li>• publishes practical examples of good practice</li> <li>• identify systematic opportunities for change</li> </ul>	<p>Boardroom diversity: support and trial the RACE Code – a governance framework for improving diversity at board and senior levels</p> <p>Diversity in the workplace: action led research project involving businesses trialing interventions to make workplaces more inclusive</p> <p>Development and publication of case studies to be disseminated through the Diversity Network (set up by the FA and WM Lieutenancy and supported by WMCA)</p> <p>Support to established networks and forums: e.g. Diversity Network, Faith Communities, West Midlands Women’s Voice, Fawcett Society</p>
<p>Ensuring the citizen voice (including a particular focus on under-represented groups) is an integral part of WMCA policy and programme development</p>	<p>Identifying and mapping WMCA access to lived experience</p> <p>Managing a corporate programme/portfolio of citizen engagement / lived experience</p> <p>Developing new mechanisms and forums to access lived experience and citizen engagement where it is needed</p> <p>Developing a ‘citizen voice toolkit’ to complement the Inclusive Growth toolkit</p>

<b>Inclusive Communities</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
Further embedding Equalities, Diversity and Inclusion in how the WMCA plans, decides and delivers	Portfolio Equality Impact Assessments Race Pay Gap analysis and action plan Positive action in recruitment and employee training, development and engagement activity

Leadership & Corporate Support

<b>Leadership &amp; Business Support</b>	<b>2020/21 Budget £</b>	<b>2021/22 Budget £</b>
Constituent / Non-Constituent Membership Fees	1,463,948	573,291
Mayoral Capacity Funding	0	168,724
Use of Reserves	0	1,200,000
Investment Income	1,766,040	793,500
<b>Total Funding</b>	<b>3,229,988</b>	<b>2,735,515</b>
Leadership	537,105	512,502
Business Support Recharges	2,692,883	2,223,013
<b>Total Expenditure</b>	<b>3,229,988</b>	<b>2,735,515</b>
<b>Total</b>	-	-

## APPENDIX 3 - Transport Capital Programme

TRANSPORT CAPITAL PROGRAMME (£M)		2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
Investment Programme - Metro	Metro Wednesbury to Brierley Hill Extension	95.53	144.91	116.39	11.63	-	368.47
	Metro Birmingham Eastside Extension	68.24	47.17	29.56	23.30	12.19	180.46
	Metro Network Enhancements – Comms & Control	5.33	-	-	-	-	5.33
	Metro Edgbaston Extension	4.01	-	-	-	-	4.01
	Wolverhampton Metro Extension	3.74	2.06	-	-	-	5.80
	Metro Enabling and Other Works	6.41	0.72	0.12	-	0.10	7.35
Investment Programme - Rail	Rail - Camp Hill Line Enhancements (Package 2)	8.45	29.08	7.61	-	-	45.13
	Rail - Walsall to Wolverhampton (Package 1)	12.57	27.45	1.14	-	-	41.17
	Rail - Sutton Coldfield Gateway	2.74	18.52	-0.06	-	-	21.19
	Rail - Snow Hill Lines	-	4.20	16.30	-	-	20.50
	Coventry South Package - Tile Hill Station	-	7.71	-	-	-	7.71
Investment Programme - Sprint	Sprint - Hagley Road Phase 2	0.24	12.84	10.72	27.57	28.47	79.83
	Sprint - Longbridge to Birmingham	0.20	17.17	11.00	13.41	0.72	42.51
	Sprint - Sutton Coldfield to Birmingham	-	25.83	-	-	-	25.83
	Sprint - Hall Green to Interchange via Solihull	0.21	4.18	3.11	5.70	8.90	22.09
	Sprint - Hagley Road Phase One	1.95	-	-	-	-	1.95
<b>INVESTMENT PROGRAMME TOTAL</b>		<b>209.63</b>	<b>341.83</b>	<b>195.88</b>	<b>81.62</b>	<b>50.38</b>	<b>879.34</b>
CWG Programme	Sprint - A45 Birmingham to Airport and Solihull	31.90	1.13	11.80	11.70	-	56.54
	Sprint - A34 Walsall to Birmingham	17.35	1.68	15.20	11.60	-	45.83
	University Station Improvement Project	29.90	10.91	-	-	-	40.81
	Perry Barr Rail Station	15.73	0.50	-	-	-	16.23
	Regional Ttraffic Control Centre	7.21	2.39	-	-	-	9.60
<b>CWG PROGRAMME TOTAL</b>		<b>102.09</b>	<b>16.61</b>	<b>27.00</b>	<b>23.30</b>	<b>-</b>	<b>169.01</b>
Other Major Programmes	Dudley Interchange	8.96	10.13	-	-	-	19.09
	Cross City Bus - City Centre & Druids Heath	17.62	-	-	-	-	17.62
	Future Mobility Zone	6.98	3.20	-	-	-	10.19
	A435 Alcester Rd Bus Priority Revitalisation	2.53	-	-	-	-	2.53
	West Midlands Cycle Hire Scheme	0.75	-	-	-	-	0.75
	Key Route Network Safety	0.13	-	-	-	-	0.13
<b>OTHER MAJOR SCHEMES PROGRAMME TOTAL</b>		<b>36.97</b>	<b>13.34</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50.31</b>
Minor Work Programme	Asset Management Programme	1.20	1.20	1.20	-	-	3.60
	Real Time Information Upgrades	0.85	-	-	-	-	0.85
	Better Streets Community Fund	0.83	-	-	-	-	0.83
	DfT Tackling Nitrogen Dioxide	0.18	0.17	-	-	-	0.35
	Strategic Transport Officer Group Top Slice	0.09	0.07	0.07	-	-	0.23
	ADEPT Live Lab / Autoplex / Mattise	0.16	0.02	0.02	0.02	0.02	0.24
<b>MINOR WORKS PROGRAMME TOTAL</b>		<b>3.31</b>	<b>1.46</b>	<b>1.29</b>	<b>0.02</b>	<b>0.02</b>	<b>6.09</b>
Grants to Local Authorities	Cycling Programme	2.60	12.87	-	-	-	15.46
	Major Road Network- Programme	-	10.00	-	-	-	10.00
	Birchley Island (Sandwell MBC)	-	5.43	1.00	1.00	-	7.43
	B4106 Spon End (Coventry CC)	3.70	1.10	-	-	-	4.80
	New St/High St/Victoria Sq Public Realm	3.96	-	-	-	-	3.96
	Major Road Network	1.10	-	-	-	-	1.10
<b>GRANTS TO LOCAL AUTHORITIES PROGRAMME TOTAL</b>		<b>11.36</b>	<b>29.40</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>42.76</b>
<b>TRANSPORT TOTAL</b>		<b>363.36</b>	<b>402.64</b>	<b>225.17</b>	<b>105.94</b>	<b>50.40</b>	<b>1,147.52</b>

## APPENDIX 4 – Housing and Land/Other Capital Programme

HOUSING AND LAND CAPITAL PROGRAMME (£M)		2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
IP Land Remediation	Brownfield Land & Property Development Fund (BLPDF)	17.56	0.07	0.07	0.07	-	17.78
	LPIF (Black Country Consortium)	4.95	13.21	13.08	20.00	60.00	111.25
Land Fund	Land Fund - Friar Park Sewage Disposal Works	5.41	0.58	-	-	-	5.99
	Land Fund - Caparo	0.88	0.44	0.44	0.44	-	2.20
	Land Fund - Icknield Port Loop Phase 2a & 2b	1.63	0.21	-	-	-	1.84
	Land Fund - Former Cookley Works, Brierley Hill	1.02	-	-	-	-	1.02
	Land Fund - Lioncourt Homes (Dev1) Ltd	0.72	-	-	-	-	0.72
	Land Fund - Dobbs Street, Wolverhampton	0.56	-	-	-	-	0.56
	Land Fund Acquisition - Abberley Street	0.46	-	-	-	-	0.46
	Land Fund - Nuneaton and Bedworth	0.42	-	-	-	-	0.42
	Land Fund - Steelhouse Lane, Wolverhampton	0.39	-	-	-	-	0.39
	Land Fund Acquisition - Cranford Way	0.03	0.10	-	-	-	0.13
	Land Fund - Pipeline	40.47	13.87	-	-	-	54.34
Brownfield Land - Pipeline	42.00	42.00	-	-	-	84.00	
<b>HOUSING AND REGENERATION PROGRAMME TOTAL</b>		<b>116.50</b>	<b>70.49</b>	<b>13.60</b>	<b>20.51</b>	<b>60.00</b>	<b>281.10</b>
OTHER CAPITAL PROGRAMME (£M)		2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
5G		4.51	-	-	-	-	4.51
<b>OTHER TOTAL</b>		<b>4.51</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.51</b>

## APPENDIX 5 – Investment Programme Grants to Local Authorities

<b>INVESTMENT PROGRAMME GRANTS TO LOCAL AUTHORITIES CAPITAL PROGRAMME (£M)</b>	<b>2021 / 2022</b>	<b>2022 / 2023</b>	<b>2023 / 2024</b>	<b>2024 / 2025</b>	<b>2025 / 2026</b>	<b>TOTAL</b>
Coventry City Centre South Regeneration - Coventry City Centre South	11.07	53.66	0.08	0.02	17.37	82.20
Coventry City Centre South Regeneration - Coventry Friargate	35.82	0.00	-	-	-	35.82
Coventry UKC Plus - Coventry Station Masterplan (CSMP)	11.17	-	-	-	-	11.17
Coventry UKC Plus - UK City of Culture 2021 Regeneration	3.70	-	-	-	-	3.70
Coventry UKC Plus - Coventry South Package	6.60	9.66	24.55	35.87	13.00	89.67
Coventry UKC Plus - Coventry North Package - Sub-programme Total	-	2.00	2.00	11.25	6.15	21.40
Coventry UKC Plus - Very Light Rail: 'Transforming Connectivity'	0.94	17.80	15.00	10.00	-	43.74
UK Central Infrastructure Package - Programme Total	11.97	65.50	58.07	58.31	39.26	233.10
Commonwealth Games	25.00	-	-	-	-	25.00
UK Central HS2 Interchange - Programme Total	14.49	141.55	42.50	67.08	51.83	317.45
<b>IP GRANTS TO LOCAL AUTHORITIES</b>	<b>120.77</b>	<b>290.17</b>	<b>142.20</b>	<b>182.53</b>	<b>127.61</b>	<b>863.26</b>

## **APPENDIX 6 – MAYORAL Q&A – 11 DECEMBER 2020**

The Mayor provided an opening statement to members of the committee. He offered his thanks to both the Portfolio Lead for Finance and the WMCA Finance team for their work on achieving a balanced budget. The Mayor acknowledged the challenges of funding within the Capital Programme but did not expect any immediate changes to it to be made. The Mayor informed the committee of a positive outcome from an external review of investment funding arrangements.

Councillor Robert Grinsell sought further information on how the balanced budget had been achieved, along with how the WMCA would be protecting activities such as transport, investment, skills and training. The Portfolio Lead for Finance confirmed that the WMCA had received a level of support from the Government similarly to other local authorities during the COVID-19 pandemic. He also indicated that the WMCA was undertaking a transformation programme to better position it for a post-COVID-19 environment, and this could result in further savings being found. The Mayor indicated that significant work had been undertaken to ensure that all frontline services continued to be fully funded.

Councillor Dean Carroll sought further information on the regeneration budget. The Mayor reported that the Housing & Land Delivery Board oversaw £625m of funds which had already supported 17 projects, created 2,502 jobs and created 820 new homes within the region. He also stressed that those housing regeneration opportunities would not have been delivered by relying entirely on the private sector. The Chair was keen to understand how the fund for brownfield land remediation had addressed market failures. The Mayor indicated that majority of the developed land had been vacant for significant periods and the WMCA had therefore been able to address this market failure. It was also noted that work had been undertaken by the Housing & Regeneration team to address affordable housing and produce a more realistic and relevant regional definition.

Councillor Cathy Bayton noted that the 2021/22 budget could not be sustained in future years through a reliance on the use of reserves. The Director of Finance confirmed that the use of reserves would be used to achieve a balanced budget next year but acknowledged the level of risk involved in this approach. The Mayor also confirmed that fees for both constituent and non-constituent authorities would remain unchanged. It was recognised that constituent authorities were the WMCA's largest single contributor, and the Chair enquired as to how an individual Council Taxpayer might recognise the value of the WMCA. The Mayor highlighted various ways in which the budget was used to benefit individuals within the region, including the use of the concessionary fares scheme to help disadvantage communities.

Councillor Kate Wild was keen to understand the Mayor's response to the recent Government announcement on the Comprehensive Spending Review and the potential it had to improve the West Midlands. The Mayor indicated that the Comprehensive Spending Review provided a number of new funding streams, including a fully devolved transport package to which new funds would be available from April 2021.

The Chair expressed some concern over the delivery of Investment Programme projects and the costs associated with delivery delays. The Mayor confirmed that a workshop had been undertaken with Constituent Leaders to confirm that where funds had been received for certain investment programme projects, these would not be spent on other projects. Work also continued to be undertaken on seeking funding for those identified to have a funding short fall.

Councillor Penny Holbrook sought information on the funds being made available for upskilling and education within the region to ensure individuals had access to good quality training that

could lead to higher paid jobs. The Mayor highlighted that there had been an increase in benefit claimants and work had been undertaken to ensure funds from the Adult Education Budget was used to reskill and ensure that there was greater partnership with colleges and universities to support the new economic circumstances. It was also noted that a new Skills & Jobs Delivery Board, to be chaired by the Portfolio Lead for Economy & Skills, had been established to address this issue. It was noted that following the UK's withdrawal from the European Union and the loss of European Social Fund monies, there had been no confirmation from the Government on the proposed Shared Prosperity Fund, but a commitment had been given by the Chancellor of the Exchequer for a similar scheme to ESF funding.

Kashmire Hawker noted that there continued to be a rise in youth unemployment and enquired as to what was being done to tackle this issue. The Mayor highlighted the launch of the Kickstart programme as being of benefit to younger people finding themselves without employment.

The Chair expressed concern over the confirmation of funding for the upcoming Mayoral elections. The Director of Finance suggested that work was currently being undertaken amongst all combined authorities to secure Government funding for the elections. The Mayor confirmed that contingency plans had been discussed with Constituent Leaders and there would be no circumstances in which the elections would not be funded.

Councillor Cathy Bayton highlighted the pressures on the transport budget and questioned as to when within the next 12 months would the WMCA be looking to address the longer term funding challenges within transport. The Mayor confirmed that he understood the difficulties referred to and he expected discussions would be held with Constituent Leaders in early summer on these matters. This timeframe would also hopefully give a better indication of likely post-pandemic patronage and how Transport for West Midlands might wish to tailor services accordingly.

Councillor Ahmad Bostan expressed his concern that accessible transport for individuals with disabilities could be reduced due to budgetary pressures and sought assurance that those services would be retained. The Mayor understood the criticality of continuing the funding for accessible transport and committed to doing everything he could to protect these services. He also confirmed that National Express West Midlands was continuing to follow its policy of not purchasing any further diesel buses within the region and to upgrade those existing buses to environmentally cleaner versions.

Further to the Chair's question relating to free transport for 16-18 year olds, the Mayor indicated that unfortunately there were no active proposals being brought forward, however Transport for West Midlands would continue with its current offers to young people and would actively look at future feasible options.

Councillor Chris Cade enquired as to what work was being considered for training opportunities for mechanics to service new and upcoming electric vehicles. The Mayor indicated that this was being considered by the Skills team and assured that a fuller update would be provided to committee.

Following Councillor Philip Bateman's question relating to the possibility of support for coach companies serving the leisure and tourism industry, night time economy and schools, the Mayor agreed that some coach operators were providing crucial services within the region, although he was unaware of any additional funding support that could be made available to coach operators.

Resolved:

The following observations be shared with the Mayor for consideration and reflection:

- (1) The need to use reserves to achieve a balanced budget for 2021/22 was noted, but concern was expressed as to the risks associated with this and the limitations it had as a longer term approach to budget planning.
- (2) The WMCA should continue to seek to achieve longer term financial stability that would better enable it to plan for and respond to the needs of the region.
- (3) The Medium Term Financial Plan currently included a number of risky assumptions that could have a significant negative impact on the WMCA's financial base. It was important that difficult decisions were considered early on in the financial planning process to help to better mitigate potential consequences.
- (4) All future financial planning and modelling should ensure that it reflected and addressed the priorities and needs of the region and its diverse communities.
- (5) The WMCA should lobby for greater flexibility over the use of its direct funding, with which it has previously achieved better outcomes when it has been able to use it in an innovatively way.
- (6) The desire to seek to protect accessible and supported transport services from potential reductions in funding be welcomed.
- (7) Concern be expressed over the possible longer term viability of the transport budget given the likely changes in travel patterns linked to evolving ways of working that could see a permanent reduction in the number of employees commuting into town and city centre locations.

## **APPENDIX 7 – TREASURY MANAGEMENT STRATEGY 2021/22**

### **Introduction**

Treasury management is the management of WMCA's cash flows, borrowing and investments, and the associated risks. WMCA has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to WMCA's prudent financial management.

Treasury risk management at WMCA is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires WMCA to approve a treasury management strategy before the start of each financial year. This report fulfils WMCA's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

### **External Context**

The impact on the UK from coronavirus, together with its exit from the European Union and future trading arrangements with the EU, will remain a major influence on the Authority's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in November 2020 and extended its Quantitative Easing (QE) programme by £150 billion to £895 billion. The Monetary Policy Committee voted unanimously for both, but no mention was made of the potential future use of negative interest rates. Within the latest forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast.

After spiking in late March as coronavirus became a global pandemic. The credit ratings for many UK institutions have been downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively stable, despite the impact of the pandemic.

Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

The Authority's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the end of 2023. The risks to this forecast are judged to be to the downside in the near-term as the BoE and UK government continue to react to the coronavirus pandemic and the Brexit transition period ends. Further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely to remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.5% and 0.75% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

## Local Context

The need to manage cash effectively and make robust borrowing decisions will be largely driven by the delivery of the WMCA Capital Programme which contains the WMCA Investment Programme. The WMCA elements of the Investment Programme are predominantly funded through borrowing and as a number of both WMCA and Local Authority schemes enter the delivery phase, the draw on WMCA resources is expected to be significant.

On 31 December 2020, WMCA held £125.0m of borrowing and c.£194.7m of investments.

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. WMCA's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

WMCA has an increasing CFR due to the Capital Programme, but lower values of investments and will therefore require WMCA to borrow up to £713m (net of investment income) over the forecast period, mostly driven by the delivery of the WMCA Investment Programme as detailed above.

Table 1: WMCA Capital Financing Requirement

Gross External Debt vs. CFR (£M)	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Opening External Debt	130.2	160.2	454.2	708.2	823.2	833.2
New Borrowing	30.0	294.0	254.0	115.0	10.0	10.0
<b>Forecast Closing External Debt</b>	<b>160.2</b>	<b>454.2</b>	<b>708.2</b>	<b>823.2</b>	<b>833.2</b>	<b>843.2</b>
Capital Financing Requirement (CFR)	540.8	747.0	952.4	1,082.6	1,088.7	1,084.5
Under Borrowing	380.6	292.8	244.2	259.4	255.5	241.3

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that WMCA's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that WMCA expects to comply with this recommendation during 2021/22 to 2023/24.

## HM Treasury External Debt Cap

WMCA has acquired approval from HM Treasury and MHCLG to borrow for all of its functions subject to it operating within an agreed external debt cap. The debt cap runs coterminous with the 5-year gateway review period and the caps for 2021/22 and beyond are expected to be finalised with HM Treasury during 2020/21. WMCA do not expect to breach the debt cap during 2021/22 based on the current external debt and projections for the 2020/21 financial year. For information, the existing agreed limit is £1,042 million.

## **Borrowing Strategy**

As at 31 December 2020 WMCA currently holds £125.0m of loans, a decrease of £5.0m on the previous year. The forecast in table 1 shows that WMCA expects to borrow up to £294m in 2021/22. WMCA may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing.

**Objectives:** WMCA's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should WMCA's long term plans change is a secondary objective.

**Strategy:** WMCA's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. Short-term interest rates are currently much lower than long-term rates and forecast to remain so for a considerable period. It is likely therefore to be more cost effective in the short-term to continue to use internal resources and to borrow using short-term loans instead.

By doing so, WMCA can reduce its net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist WMCA with this 'cost of carry' and breakeven analysis. Its output may determine whether WMCA borrows additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

WMCA has previously raised the majority of its long-term borrowing from the PWLB, but will consider long-term loans from other sources including banks, pension funds and local authorities, and will also investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets held primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans. WMCA Finance Directors and their respective treasury teams continue to work collectively also, ensuring the buying power of the region is fully exploited in the capital markets.

It should be noted that following two competitive process during 2019/20 and 2020/21, WMCA were notified by HM Treasury that it would qualify for Infrastructure Rate Funding. This effectively guarantees WMCA access to £200m of debt at 0.40% below the currently published PWLB standard rate levels. Access to this financing together with the use of short-term debt will provide WMCA with a bridge whilst the most competitive sources of long-term finance are identified.

Additionally, WMCA will look to identify suitable forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period and may help to de-risk commercial borrowing models.

In addition, WMCA may borrow using further short-term loans to cover unplanned cash flow shortages.

**Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- HM Treasury's lending facility (i.e. Public Works Loan Board)

- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except West Midlands Local Government Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

**Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

**Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB plans to issue bonds on the capital markets and lend the proceeds to local authorities. Bond issuances on behalf of Local Authorities (nationally) are beginning to become more common. Any decision to borrow from the Agency will, however, be the subject of a separate report to WMCA Board.

**Short-term and variable rate loans:** These loans leave WMCA exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits set out in the treasury management indicators below. Consequently, financial derivatives may be used to manage this interest rate risk (see section below).

**Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. WMCA may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

### **Treasury Investment Strategy**

WMCA holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2020/21 WMCA's treasury average monthly investment balance has ranged between £96m and £213m, and similar levels are expected to be maintained throughout parts of 2021/22 largely due to the profile of Government grant receipts in quarter one.

**Objectives:** The CIPFA Code requires WMCA to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. WMCA's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, WMCA will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

**Negative interest rates:** The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative

income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested. Whilst WMCA will seek to avoid exposure towards negative interest rates, it must first meet the security and liquidity requirements of all investment holdings.

**Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, WMCA will continue to diversify into more secure and/or higher yielding asset classes during 2021/22. This is especially the case for the estimated £10m that is available for longer-term investment to ensure MiFID compliance. Approximately 10-15% of WMCA’s surplus cash was invested in short-term unsecured bank deposits during 2020. This diversification will represent a continued change in strategy over the coming year.

**Business models:** Under the IFRS 9 standard, the accounting for certain investments depends on WMCA’s “business model” for managing them. WMCA aims to achieve value from its internally managed treasury investments via a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

**Approved counterparties:** WMCA may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 2: Approved investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	50 years	Unlimited <sup>1</sup>	Unlimited
Secured investments *	25 years	£20m <sup>1</sup>	Unlimited
Banks (unsecured) *	13 months	£20m <sup>1</sup>	Unlimited
Building societies (unsecured) *	13 months	£20m <sup>1</sup>	£20m
Registered providers (unsecured) *	5 years	£5m	£10m
Money market funds *	n/a	£20m	Unlimited
Strategic pooled funds	n/a	£5m	£10m
Real estate investment trusts	n/a	£5m	£10m
Other investments	5 years	£2m	£10m

**This table must be read in conjunction with the following notes.**

<sup>1</sup> Normal operating level will not exceed £10m per counterparty but adequate headroom has been provided to accommodate potential peak cashflow requirements. The Combined Authority will look to keep an even spread of investments across counterparties to minimize exposure to defaults.

\* **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made

solely based on credit ratings, and all other relevant factors including external advice will be considered.

For entities without published credit ratings, investments may be made where external advice indicates the entity to be of similar credit quality.

**Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

**Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

**Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

**Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

**Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

**Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

**Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile

especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

**Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

**Operational bank accounts:** WMCA may incur operational exposures, for example through current accounts, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £1m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed in than made insolvent, increasing the chance of WMCA maintaining operational continuity.

**Risk assessment and credit ratings:** Credit ratings are obtained and monitored by WMCA's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

**Other information on the security of investments:** WMCA understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, WMCA will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security.

**Investment limits:** In order that WMCA's reserves will not be put at significant risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £20 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 3: Additional Investment limits

	Cash Limit
Any group of pooled funds under the same management	£20m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Foreign countries	£5m per country

**Liquidity management:** WMCA employ Treasury specialists to build cash flow forecasts to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of WMCA being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to WMCA's medium-term financial plan and cash flow forecast.

### **Commercial Investment Funds**

WMCA operate commercial loan funds on behalf of the Constituent Local Authorities. The investment funds limit is £210m and provide loans at a commercial rate to developers where the more traditional financial institutions are not willing to lend on agreeable terms. The primary objective of the investment funds is to stimulate economic regeneration. The loans are held on the WMCA balance sheet under standard accounting regulations and as at December 2020, the cumulative value of loan commitments approved by WMCA totals £133.7m (including £37m of loans which have since been repaid). The value of loans drawn and earning interest as at December 2020 is £24.8m.

Whilst these developers do not have a credit rating in the traditional sense, WMCA employ fund managers West Midlands Development Capital to ensure adequate due diligence is undertaken and that each loan agreement will be adequately secured, usually on the land / buildings underpinning the requirement. Furthermore, each loan agreement requires approval by Investment Board and protections around concentration risk (i.e. limiting the cumulative value of loans to any one developer) were reviewed and approved by WMCA Investment Board in July 2019.

### **Treasury Management Indicators**

WMCA measures and manages its exposures to treasury management risks using the following indicators.

**Security:** WMCA has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit	A minus

**Liquidity:** WMCA has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£20m (min)

**Maturity structure of borrowing:** This indicator is set to control WMCA’s exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper Limit	Lower limit
Under 12 months	75%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	70%	0%
5 years and within 10 years	70%	0%
10 years and above	70%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

**Principal sums invested for periods longer than a year:** The purpose of this indicator is to control WMCA’s exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price Risk Indicator	2021/22	2022/23	2023/24
Limit on principal invested longer than a year	£10m	£10m	£10m

**Related Matters**

The CIPFA Code requires WMCA to include the following in its treasury management strategy.

**Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities’ use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

WMCA will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that WMCA is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, WMCA will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

**Markets in Financial Instruments Directive:** WMCA has retained professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of WMCA's treasury management activities, the Section 151 Officer considers this to be the most appropriate status.

## Treasury Management Strategy: Annex 1

	Dec 2020 Actual £m	Average Rate %
<b>External borrowing:</b>		
HMT PWLB lending facility	108.6	4.90
Loans from banks	10.0	4.03
<b>Total external borrowing</b>	<b>118.6</b>	
<b>Other long-term liabilities:</b>		
Transferred Debt	6.4	6.70
<b>Total other long-term liabilities</b>	<b>6.4</b>	
<b>Total gross external debt</b>	<b>125.0</b>	
<b>Treasury investments:</b>		
Banks and building societies (unsecured)		
Government (Inc. local authorities)	122.0	0.11
Money Market Funds	30.0	0.04
Overnight (call) deposits	42.7	0.01
<b>Total treasury investments</b>	<b>194.7</b>	
<b>Net debt / (investments)</b>	<b>(69.7)</b>	

## APPENDIX 8

### WMCA Capital Strategy 2021/22

#### Introduction

This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

#### Capital Expenditure and Financing

Capital expenditure is where the Authority spends money on assets, such as property or infrastructure that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. This is particularly relevant where WMCA are providing Capital Grants to Local Authorities under the terms of the Investment Programme.

In 2021/22, the Authority is planning capital expenditure of £605.2m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

WMCA CAPITAL PROGRAMME EXPENDITURE (£M)	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
TfWM Expenditure	363.4	402.6	225.2	105.9	50.4	1,147.5
Housing and Regeneration Expenditure	116.5	70.5	13.6	20.5	60.0	281.1
Other Programmes	4.5	-	-	-	-	4.5
Investment Programme Grants to Local Authorities	120.8	290.2	142.2	182.5	127.6	863.3
<b>TOTAL EXPENDITURE</b>	<b>605.2</b>	<b>763.3</b>	<b>381.0</b>	<b>308.9</b>	<b>238.0</b>	<b>2,296.4</b>

The Capital Programme for 2021/22 is predominantly focused around the delivery of public transport infrastructure with significant investment being made in extending the Metro Network to Brierley Hill and Birmingham Eastside as well as a continuation of the development and delivery of Sprint, University Rail Station and the five new rail stations in Birmingham and the Black Country. There will also be significant deployment of Land Fund recently provided to WMCA, in addition to significant values of capital grants expected to be paid to Local Authorities for the delivery of Investment Programme schemes such as Coventry Station Masterplan, Commonwealth Games and UK Central Infrastructure.

In addition, WMCA expect to make commercial loans to developers to facilitate commercial and residential developments which otherwise would not be brought forward by the market. These investments are brought forward and comply with WMCA's Single Commissioning Framework.

**Governance:** The Capital Programme for 2021/22 is largely a continuation of the Investment Programme delivery and the delivery of projects facilitated by central Government, via project specific grants. All capital investment, including Investment Programme schemes and those

administered through the Single Pot arrangements (i.e. Transforming Cities Funding) are aligned to the WMCA Single Assurance Framework approved by WMCA Board on 24 July 2020.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority’s own resources or debt. The planned financing of the above expenditure is as follows:

Table 2: Capital financing

WMCA CAPITAL PROGRAMME FUNDING (£M)	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
Investment Programme Debt	187.3	194.4	13.2	0.4	17.4	412.7
TfWM Debt	12.7	18.4	146.0	34.9	2.0	210.0
Grants	379.0	184.4	3.1	1.5	14.3	582.3
Other *	26.2	366.1	218.7	272.1	208.3	1,091.4
<b>TOTAL FUNDING</b>	<b>605.2</b>	<b>763.3</b>	<b>381.0</b>	<b>308.9</b>	<b>238.0</b>	<b>2,296.4</b>

\* Provisional expenditure estimates for Investment Programme and other projects which are subject to WMCA raising additional income or yet to have the funding package fully secured.

Funding itemised above as Other relates to those programmes contained within the WMCA Investment Programme which remain priorities for the region but are subject to WMCA realising additional income (either locally raised or Government Grants). Should these additional resources not be realised, the expenditure against these programmes will not be incurred. In this regard, WMCA Board approved in November 2019 to cap the Investment Programme commitments at an affordable limit of £801m.

The Authority’s cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP / loans fund repayments and capital receipts used to replace debt. The CFR is expected to increase by £193.1m during 2021/22. Based on the above figures for expenditure and financing, the Authority’s estimated CFR is as follows:

Table 3: Prudential Indicator: Estimates of Capital Financing Requirement

Estimates Capital Financing Requirement (£M)	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Opening Capital Financing Requirement	347.7	540.8	747.0	952.4	1,082.6	1,088.7
Additional Debt Financed Capital Expenditure	214.1	230.1	242.8	179.3	55.3	35.4
Less Regeneration Loan Repayments / MRP	(21.0)	(23.9)	(37.4)	(49.0)	(49.3)	(39.6)
Closing CFR	540.8	747.0	952.4	1,082.6	1,088.7	1,084.5

**Asset management:** To ensure that capital assets continue to be of long-term use, the Authority has Strategic Asset Management Plan in place. This sets the high-level strategic framework for managing WMCA’s asset and property portfolio effectively. It guides future strategic property decisions to ensure WMCA manage its property portfolio sustainably and efficiently so that WMCA can adapt to remain fit for future developments and support frontline delivery.

**Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. WMCA will

predominantly realise capital receipts from two areas during 2021/22; firstly through the repayment of investment loans to developers as part of the commercial / residential investment funds where the receipts will be used to repay any debt financing required to facilitate the loan and secondly, where land acquisitions made under the terms of the Land and Regeneration Funds managed by WMCA are disposed of. In the case of the latter, the receipts will be recycled in line with the funding conditions following consultation with the WMCA Finance Director.

### **Treasury Management**

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority’s spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.

Due to decisions taken in the past, as at 31 December 2020 the Authority has £125.0m borrowing at an average interest rate of 4.92% and £194.7m treasury investments at an average rate of 0.08%. Whilst the investment rate may seem low, it is a by-product of the suppressed external interest rate environment and the need for WMCA to ensure investments are held in secure, liquid investments so payments to creditors can be met.

**Borrowing strategy:** The Authority’s main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.25%) and long-term fixed rate loans where the future cost is known but higher (currently 1.0% to 2.0%).

Table 4: Prudential Indicator: Gross Debt and the Capital Financing Requirement

Gross External Debt vs CFR (£M)	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Opening External Debt	130.2	160.2	454.2	708.2	823.2	833.2
New Borrowing *	30.0	294.0	254.0	115.0	10.0	10.0
<b>Forecast Closing External Debt</b>	<b>160.2</b>	<b>454.2</b>	<b>708.2</b>	<b>823.2</b>	<b>833.2</b>	<b>843.2</b>
Capital Financing Requirement	540.8	747.0	952.4	1,082.6	1,088.7	1,084.5
Under Borrowing	380.6	292.8	244.2	259.4	255.5	241.3

\* After effective use of available resources

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 4, the Authority expects to comply with this indicator

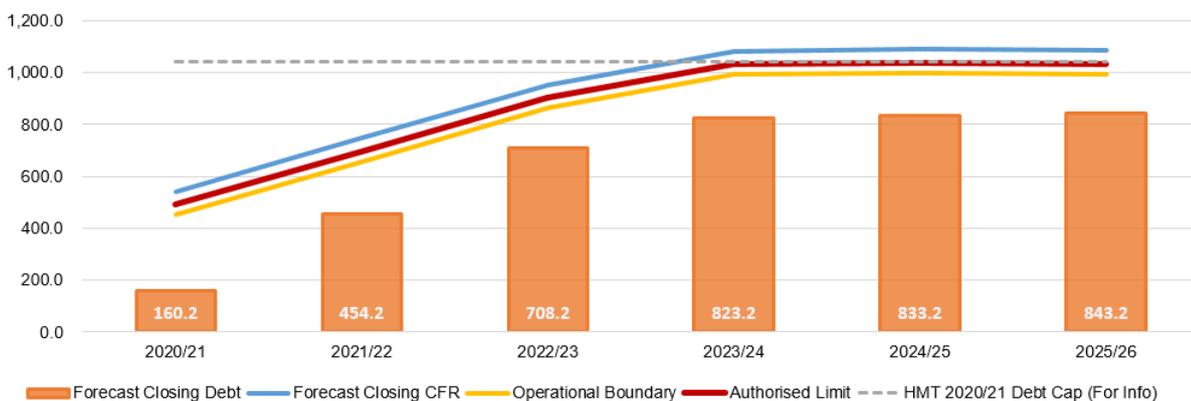
**Affordable borrowing limit:** The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 5: Prudential Indicators: Authorised limit and operational boundary for external debt

AUTHORISED AND OPERATIONAL LIMIT (£M)	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Forecast Closing CFR	540.8	747.0	952.4	1,082.6	1,088.7	1,084.5
Forecast Closing Debt	160.2	454.2	708.2	823.2	833.2	843.2
Operational Boundary	450.8	657.0	862.4	992.6	998.7	994.5
Authorised Limit	490.8	697.0	902.4	1,032.6	1,038.7	1,034.5
HMT 2020/21 Debt Cap (For Info)	1,042.0	1,042.0	1,042.0	1,042.0	1,042.0	1,042.0

The table below shows how the operational and authorised limit will be used to act as a control against total borrowing during the plan period. Both limits will be re-set on an annual basis as they are heavily influenced by the progression of the WMCA Capital Programmes.

WMCA Operational / Authorised Limits (£000)



The chart above includes the HM Treasury debt cap for 2021/22 for illustration purposes. WMCA are currently in discussions with UK Government on the debt cap to apply to WMCA over the plan period.

**Treasury investment strategy:** The Authority’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Further details are contained within the Treasury Management Strategy which is appended to the 2021/22 Budget Report.

**Risk management:** The effective management and control of risk are prime objectives of the Authority’s treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

**Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by WMCA Board. Reports on treasury management activity are

presented to WMCA Board in line with CIPFA guidance. The Audit, Risk and Assurance Committee is responsible for scrutinising treasury management strategy and performance.

### **Commercial Investments for Economic Growth**

WMCA makes loans available to developers within the WMCA constituent and non-constituent area to stimulate economic development. These loans are available to assist in the delivery of commercial and residential developments where traditional financial institutions are not willing to lend on reasonable commercial terms. The loans to developers are at a market rate, typically around 6% interest per annum and meet all State Aid requirements.

WMCA employ West Midlands Development Capital who act as a fund manager for the investment portfolio. Their remit is to identify / introduce the developer to WMCA, undertake all due diligence on the proposal and the entity itself before making a proposal for consideration by Investment Board.

In light of the economic regeneration objective, WMCA is willing to take more risk than with treasury investments, however WMCA still plan for such investments to at least cover all costs of operation with the effective due diligence and full consideration by Investment Board towards the shape of the deal and the underpinning securities playing a key role in being able to satisfy this requirement.

The loans are held on the WMCA balance sheet under standard accounting regulations and as at December 2020, the cumulative value of loan commitments approved by WMCA totals £133.7m (including £37m of loans which have since been repaid). The value of loans drawn and earning interest as at December 2020 is £24.8m.

**Governance:** As detailed above, decisions on commercial investments are made by Investment Board following adequate scrutiny of each proposal by West Midlands Development Capital and Investment Advisory Group. As an additional control, in July 2019, Investment Board agreed a concentration risk policy to restrict the value of loans to any one entity to £10m with amounts up to £20m requiring approval by WMCA Board. Also, all investments are consistent with the Single Commissioning Framework which ensures investment is focused on delivering new homes, jobs and / or commercial floor space.

### **Budget Implications**

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and Minimum Revenue Provision (MRP) and loans fund repayments are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 6: Prudential Indicator: Proportion of financing costs to net revenue stream

£M	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Financing costs	16.6	15.4	26.6	28.2	29.6	30.0
Revenue	319.8	314.5	326.0	305.5	307.4	309.7
Proportion of Revenue Stream	5.2%	4.9%	8.2%	9.2%	9.6%	9.7%

It should be noted that the ratios change over time due to the implications of the agreed, affordable Investment Programme borrowing requirements whereas the revenue resources of WMCA are predicted to remain relatively constant.

**Sustainability:** The WMCA Capital Programme is complex and the funding underpinning the investment is, in some instances, exposed to external, variable factors such as future Metro fare income. Robust measures are put in place by the WMCA Finance Director to ensure all capital investment is properly assessed and agreed as affordable before investment decisions committed to. This includes an assessment of the ongoing revenue consequences of the capital investment on the Capital Programme.

### **Knowledge, Skills and Scrutiny**

The Authority employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Director of Finance is a fully qualified accountant with over 20 years' experience. The Authority supports staff to study towards relevant professional qualifications including CIPFA and ACT (treasury) should the role and development plan identify a training need.

In addition to the above, WMCA ensure those Elected Members with responsibilities towards oversight of the Capital and Treasury Management Strategies have the opportunity to receive training on the technical aspects of the subject to ensure proper scrutiny. This will include the WMCA Audit, Risk and Assurance Committee who will undertake scrutiny of the Treasury Management strategy during 2021/22.

Where Authority staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Authority currently employs Arlingclose Limited as treasury management advisers and West Midlands Development Capital as investment fund managers. This approach is more cost effective than employing such staff directly and ensures that the Authority has access to knowledge and skills commensurate with its risk appetite.

## **APPENDIX 9 – 2021/22 MRP Strategy**

### **Annual Minimum Revenue Provision (MRP) Statement 2021/22**

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance).

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. As such, WMCA will charge MRP as detailed below:

- For capital expenditure incurred before 1st April 2008 MRP will be determined as 2% of the capital financing requirement in respect of that expenditure;
- For unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity with an annual interest rate of 2%, starting in the year after the asset becomes operational;
- For capital expenditure loans to third parties WMCA will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.

In November 2017, WMCA Board agreed to the release of historic overpayments of MRP by suppressing the MRP charges to zero from April 2017. The policy amendment was undertaken in liaison with WMCA's external auditors (Grant Thornton) and the practice is common across a number of UK Local Authorities.

The total value of the overpayments were calculated at £31.4m and the duration of the 'zero MRP' was expected to be seven years. The value of overpayments released to March 2021 will be £17.3m leaving a balance of £14.1m to be released in subsequent years, of which £4.7m will be released in 2021/22. The outcome of this procedure means that the Transport Levy (i.e. the source of those original overpayments) can be suppressed by a corresponding amount during the seven year period whilst still ensuring that the legacy debt WMCA hold can be repaid in a prudent manner.

It should be noted that as the historic MRP over payments relate to Transport assets delivered prior to April 2017, the release of the overpayment does not apply to schemes developed and delivered after this date and as such, WMCA will continue to make MRP payments against Investment Programme schemes during the current planning cycle.

## **Pay Policy Statement**

### **1. Introduction and Purpose**

- 1.1. The purpose of this policy is to clarify West Midlands Combined Authority's strategic stance on pay in order to provide direction for members and officers making detailed decisions on pay and to provide the citizens of the West Midlands with a clear statement of the principles underpinning decisions on the use of public funds.
- 1.2. As defined in Sections 2 (6), (7) and (8) of the Local Government and Housing Act 1989, the Authority has the power to appoint officers on such reasonable terms and conditions, including remuneration, as the authority thinks fit. This Pay Policy Statement (the 'statement') sets out the Authority's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the Authority's approach to setting the pay of its employees by identifying;
  - the methods by which salaries of all employees are determined;
  - the detail and level of remuneration of its most senior staff i.e. 'chief officers', as defined by the relevant legislation;
  - the Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the West Midlands Combined Authority and for recommending any amendments to the statement to the West Midland Combined Authority Board.
- 1.3. Once approved by the Board, the statement will come into immediate effect and will be published by no later than 1 April each year, subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

### **2. Legislative Framework**

- 2.1. In determining the pay and remuneration of all of its employees, the West Midlands Combined Authority will comply with all relevant employment legislation. This includes, but is not an exhaustive list, the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.
- 2.2. With regard to the Equal Pay requirements contained within the Equality Act, the West Midlands Combined Authority ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality-proofed job evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

### **3. Pay Structure**

- 3.1. The purpose of pay is to encourage staff with the appropriate skills to seek to work for the Authority and then to reward them appropriately for the tasks they undertake in order to maintain their motivation and retain their services.

- 3.2. Based on the application of job evaluation processes, the West Midlands Combined Authority uses the nationally negotiated pay spine as the basis for its local grading structure (known as the main salary scale). This determines the salaries of the majority of the workforce, together with the use of other nationally defined rates where relevant. The West Midlands Combined Authority's terms and conditions of employment for non-Chief Officers will be in accordance with collective agreements negotiated from time to time by the Passenger Transport Forum (PTF) for Passenger Transport Executive Staff set out in the Scheme of Salaries and Conditions of Service (Commonly known as the "Green Book") as amended or supplemented by such local collective agreements reached with trade unions recognised by the West Midlands Combined Authority, currently Unison. The association with the PTF is currently under review, with alternate collective agreement options being considered.
- 3.3. In determining its grading structure and setting remuneration levels for all posts, the West Midlands Combined Authority takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.
- 3.4. New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate when a higher skill level and/or experience are applicable. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the West Midlands Combined Authority will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources.

#### **4. Market supplements**

- 4.1. The Authority has a policy to offer market supplements in instances where the substantive grade of the post is insufficient to attract or retain post holders in skill shortage areas, based on evidence of recruitment and retention difficulties. The Market supplement has been defined in the form of 2 additional increments added to the main salary scale, or it will consider the use of temporary market forces supplements in accordance with its relevant policies.

#### **5. Senior Management Remuneration**

- 4.1. For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2020. Salaries quoted are based on the full time equivalent (FTE) of 36.5 hours per week. The table lists the 69 chief officer posts that make up 10.61% of the 650\* people employed by the West Midlands Combined Authority.

*\*Refers to the staffing count as at 1<sup>st</sup> January 2021 which includes all permanent, temporary and casual employees*

<b>Title</b>	<b>Grade</b>	<b>Pay</b>
Chief Executive	Chief Executive	£200,440.00

<b>Title - Executive Directors</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Managing Director - Transport for West Midlands	Directors (6 posts)	£120,000.00	£140,000.00
Director of Strategy		£110,000.00	£130,000.00
Director of Skills & Productivity			
Director of Public Service Reform			
Director of Housing and Regeneration			
Finance Director			

<b>Title - Operational Directors</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Executive Director. WMRE	Operational Directors (8 posts)	£80,000.00	£120,000.00
Director of Development and Delivery			
Director of Policy Strategy & Innovation			
Director of Integrated Services			
Director of Network Resilience			
Investment and Commercial Activities Director			
Head of Governance			
WMM Projects Director			

<b>Title - SLT Direct Report</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Head of Financial Planning	SLT Direct Report (9 posts)	£80,000.00	£110,000.00
Head of the Chief Executive's Office			
Chief of Staff to Mayor			
Strategic Head of Digital and Data			
Head of Implementation: PSR and Prevention			
Head of HR and Organisational Development			
Director- Energy Capital			
CWG Technical Director			
Head of Business Engagement - Productivity			

<b>Title - Head Of Service</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Head of Strategic Assets	Head of Service (33 posts)	£60,000.00	£85,000.00
Head of Strategic Facilities Management			
Head of Safety, Security and Emerg. Planning			
Head of Rail Development and Integration			
Key Route Network Manager			
Head/Manager of Demand Management			
Head of Transport Innovation			
Head of Rail Franchising and Partnership			
Head of Skills Delivery			
Head of Rail Development			
Head of Policy – Housing and Regeneration			
Head of Network Transformation			
Head of Sprint			
Head of Swift			
Head of Economy and Local Industrial Str			
Head of Transport Implementation			
Head of WMM Development Services			
Head of Bus			
Financial Controller			
Head of Business Development and Partner			
Head of Customer Experience			
Head of Delivery and Policy			
Head of Finance Business Partnering			
Head of Operational Assets			
Head of Business Planning & Performance Reporting			
Head of Structuring - Investment			
Head of Thrive			
Head of Transport Strategy and Planning			
Head of Wellbeing and Prevention			
Head of Policy, Programme Development			
Head of Road Network Management & Traffic			
Head of Transformational Change			
Head of Cycling and Walking			

<b>Title - SME (Subject Matter Expert)</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Head of IT Delivery	SME (Subject)	£60,000.00	£85,000.00
WMM Project Sponsor			

Head of Environment Senior Implementation Manager (OPE) Head of Park & Ride Senior Development Manager Senior Implementation Manager Strategic Lead Transport Intelligence Senior Development Manager Programme Sponsor WMRE CWG Head of Spectator Transport CWG Senior Program Manager	Matter Expert) (12 posts)		
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\*\* Business Transformation is ongoing and will continue to review the number and type of senior posts required

For information the main salary scale, covering the majority of the workforce, is shown in the Appendix.

## 5. Recruitment of Chief Officer Related Posts

- 1.1. The West Midlands Combined Authority's policy and procedures with regard to recruitment of chief officer related posts is set out within the Constitution which can be accessed [click here](#). The West Midlands Combined Authority shall appoint seven separate Members from the Constituent Councils, the Mayor and any other additional person as required, as members of the Employment Committee. When recruiting to all posts the West Midlands Combined Authority will take full and proper account of its own policies and procedures. The determination of the remuneration to be offered to any newly appointed chief officer related position will be in accordance with the pay structure and relevant policies in place at the time of recruitment. The agreement of pay and conditions for the Chief Executive and Chief Officers are in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities'. Where the West Midlands Combined Authority is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies.
- 1.2. Where the West Midlands Combined Authority remains unable to recruit to chief officer related posts under a contract of employment, or there is a need for interim support to provide cover for a vacant substantive chief officer related post, the Authority will, where necessary, consider engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the West Midlands Combined Authority is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The temporary filling of a vacancy for a post of Chief Officer or Deputy Chief Officer will be for a period of no more than 12 months.

## 2. Additions to Salary of Chief Officer Related Posts

- 2.1. The West Midlands Combined Authority does not normally apply any bonuses or performance related pay to its chief officer related posts. Chief Officers are currently employed on a fixed salary with no incremental scale. Where additional responsibility is undertaken, the Authority may apply an honorarium reflective of the additional duties undertaken.

## 3. Payments on Termination

- 3.1. The West Midlands Combined Authority's approach to discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is set

out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and the Local Government Pension Scheme (LGPS) Regulations 2013 (as amended).

- 3.2. The circumstances of each individual redundancy case will be assessed, each specific case will be judged equally and fairly on its own merits.

For redundancy payment purposes the following applies to all post holders:

- All continuous service with local authority and other bodies specified by *The Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order*, as amended, counts towards the entitlement to and calculation of a payment. Any service already taken into account by a Scheme employer in calculating compensation under these or similar Regulations will be excluded.
- No employee may receive a redundancy payment in a sum greater than their current annual salary as at the date of redundancy. (This excludes any payment for pay in lieu of notice).
- Statutory or enhanced redundancy pay will be paid to those with over 2 years continuous employment. Payment for each week's pay will be calculated on the number of statutory weeks, based on an employee's age and length of employment. Length of service is capped at 20 years.
- A week's pay for the calculation of the enhanced redundancy payment shall be the actual amount of a week's pay based on the annual salary as at the date of redundancy. To calculate the enhanced redundancy payment this shall be multiplied by a factor of 1.75.

- 1.1. Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the West Midlands Combined Authority or relevant elected members, committee or panel of elected members with delegated authority to approve such payments.

- 1.2. All termination payments shall consider and align to the Restriction of Public Sector Exit Payments Regulations 2020.

## **2. Publication**

- 2.1. Upon approval by the West Midlands Combined Authority Board, this statement will be published on the West Midlands Combined Authority's website.

- 2.2. In addition, the West Midlands Combined Authority's Annual Statement of Accounts will include a note setting out the number of staff whose total remuneration is at least £50,000 and for chief officer posts it will show the amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- employer's contribution to the person's pension;
- any bonuses so paid or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;

- any benefits received that do not fall within the above.

### **3. Lowest Paid Employees**

- 3.1. The West Midlands Combined Authority has adopted the principle to pay the UK Real Living Wage. The lowest paid persons employed under a contract of employment with the West Midlands Combined Authority are employed in accordance with the minimum spinal column point currently in use within the Authority's grading structure. As at 1st April 2020 this is £19,942 per annum and is 7 points higher than the main pay spine minimum and 3 points higher than the UK Real Living Wage minimum in the spinal column. West Midlands Combined Authority have obtained living wage foundation accreditation.
- 3.2. The West Midlands Combined Authority employs Apprentices who are not included within the definition of 'lowest paid employees' as the terms and conditions are determined by the National Apprenticeship Service. The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.
- 3.3. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that "it would not be fair or wise for the Government to impose a single maximum pay multiple across the public sector". The West Midlands Combined Authority accepts the view that the relationship to median earnings is a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce.
- 3.4. The current pay levels within the West Midlands Combined Authority define the multiple between the lowest paid employee and the Chief Executive as 1:9.68 and; between the lowest paid and average chief officer as 1:3.98. The Authority's multiplier falls well below Lord Hutton's public sector threshold.
- 3.5. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the West Midlands Combined Authority will use available benchmark information as appropriate.

### **4. Re-engagement and Re-employment of former Chief Officer Related Posts**

- 4.1. West Midlands Combined Authority would not normally re-employ or re-engage chief officers who were previously employed by the Authority and who on ceasing to be employed, received severance or redundancy payment. This applies to chief officers employed on permanent, temporary and external contracts.

### **5. Accountability and Decision Making**

- 5.1. In accordance with the Constitution of the West Midlands Combined Authority, the Employment Committee is responsible for decision making in relation to the recruitment, pay,

terms and conditions and severance arrangements in relation to chief officer positions within the West Midlands Combined Authority. Overall the Authority aims to maintain a mid-market position on chief officer pay in comparison to similar authorities.

**West Midlands Combined Authority - SALARY SCALES**  
**INCREASED WITH EFFECT FROM 1 APRIL 2020**

	<b>NEW BASIC SALARY W.E.F.1.4.20</b>
<b>SALARY POINT</b>	<b>PER ANNUM</b>
9	17,050
10	17,477
11	17,962
12	18,026
13	18,135
14	18,744
15	19,328
16	19,942
17	20,705
18	21,392
19	22,104
20	22,668
21	23,578
22	24,515
23	25,504
24	26,521
25	27,579
26	28,686
27	29,829
28	31,021
29	32,268
30	33,555
31	34,899
32	35,945
33	37,024
34	38,129
35	39,278
36	40,461
37	41,671
38	42,919
39	44,209

40	45,536
41	46,900
42	48,308
43	49,757
44	51,251
45	52,792
46	54,371
47	56,008
48	57,687
49	59,411
50	61,194

<b>MARKET SCALES</b>	<b>NEW BASIC SALARY W.E.F.1.4.20</b>
<b>SALARY POINT</b>	<b>PER ANNUM</b>
51	63,029
52	64,921



## WMCA Board

<b>Date</b>	12 February 2021
<b>Report title</b>	Regional Approach to Culture - Update
<b>Portfolio Lead</b>	Culture and Digital, Councillor Patrick Harley
<b>Accountable Chief Executive</b>	Deborah Cadman, West Midlands Combined Authority email: <a href="mailto:deborah.cadman@wmca.org.uk">deborah.cadman@wmca.org.uk</a> tel: (0121) 214 7200
<b>Accountable Director</b>	Julia Goldsworthy, Director of Strategy email: <a href="mailto:julia.goldsworthy@wmca.org.uk">julia.goldsworthy@wmca.org.uk</a> tel: (0121) 214 7941
<b>Report has been considered by</b>	WMCA Cultural Leadership Board WMCA Cultural Officers Group SED Board WMCA Programme Board

### Recommendations for action or decision:

#### WMCA Board is recommended to:

- (1) Note the update on Culture, following the January 2019 board paper on this topic.
- (2) Agree the proposed regional strategic priorities for Culture outlined at paragraph 6.2.
- (3) Agree that the Cultural Leadership Board and Culture Officers Group will be responsible for co-ordinating regional activity to make progress on these strategic priorities.

## 1. Purpose

- 1.1 To provide an update on the opportunities and challenges in the region relating to culture.
- 1.2 To secure agreement of the strategic priorities for culture which have been co-developed with the regional Cultural Officers Group and the Cultural Leadership Board.

## 2. Cultural Sector Context

- 2.1 This paper, and the WMCA culture portfolio, use the DCMS definition<sup>1</sup> of the cultural sector, which includes arts, film, TV & music, radio, photography, crafts, museums & galleries, libraries and archives, cultural education and heritage. There are other groups within WMCA and its partners that focus on elements of this definition (e.g. Create Central, WMGC Tourism Board) who are regularly engaged on portfolio activity.
- 2.2 The West Midlands has a rich intangible & tangible cultural heritage ranging from Tolkien to heavy metal and Shakespeare to two-tone. As the birthplace for the industrial revolution, the region also has a wealth of physical heritage assets, which are unique even in a global context. The diversity of the region is celebrated through Diwali, Eid, Black History Month, Vaisakhi and Chinese New Year as well as hundreds of other festivals each year, giving a glimpse into the richness of the spirit and the unique DNA of those that live here. The region has world-class cultural institutions, as well as smaller organisations with a big impact within their local communities and geography. Appendix 1 and 2 of this paper outlines activity happening across the region, and the organisations that make up the regional cultural ecosystem.
- 2.3 However, further work is still needed to ensure that the region can fully maximise on its cultural assets to promote and brand the region nationally & internationally. This includes maximising the opportunity of Coventry City of Culture 2021, British Art Show No9, Black Country UNESCO Geopark and Birmingham 2022 Commonwealth Games in re-animating our high streets, creating new jobs and supporting small businesses, and maximising opportunity for our hyper-diverse communities.
- 2.4 Culture matters to our national economy. In 2018 the arts and culture industry directly generated £28.3bn in turnover, £13.5bn in GVA, 190,000 FTE jobs and £7.3bn in employee compensation. It is also a productive sector, with an annual GVA per worker of £69,000, compared to £57,000 for the non-financial UK economy as a whole.<sup>2</sup>
- 2.5 Levelling up the region means attracting and retaining talent from across the UK and the world, and culture is a key influencing factor for people and businesses relocating. The West Midland's is the UK's relocation destination of choice for people moving out of London and the South East. Continuing this trend means investing in our cultural heritage and diverse communities, making the most of our under-utilised buildings and empty spaces to re-animate every part of our region.

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<sup>1</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/829114/DCMS\\_Sectors\\_Economic\\_Estimates\\_-\\_Methodology.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829114/DCMS_Sectors_Economic_Estimates_-_Methodology.pdf)

<sup>2</sup> [https://www.artscouncil.org.uk/sites/default/files/download-file/Cebr\\_report\\_14102020.pdf](https://www.artscouncil.org.uk/sites/default/files/download-file/Cebr_report_14102020.pdf)

2.6 Levelling up also means supporting the diverse communities in our region facing significant social challenges. Creative and cultural businesses have a pivotal role in driving placemaking, social cohesion, quality of life, and wellbeing. In terms of educational opportunity, participating in cultural activity supports children's achievement in all subjects and increasing likelihood of getting a degree.<sup>3</sup>

### 3. Impacts of Covid-19

3.1 The arts and culture sector has faced a significant loss of GVA since the outset of Covid-19 and national lockdowns, as a result of an overall decline of economic activity and a shortage of footfall into organisations. Overall, the arts and culture sector is anticipated to see its GVA 23% lower than expected in 2020. The hardest hit subsector is music, performing and visual arts with an estimated GVA loss of £2,280m, equivalent to a fall of 26%.<sup>4</sup> As noted by Government<sup>5</sup>, the arts and entertainment industry saw a 44.5% reduction in monthly GDP in the three months up to June 2020 compared with the three months earlier, making it one of the sectors worst hit by the pandemic. The impact on employment has also been significant - approximately 70% of workers in the arts and entertainment sector were furloughed under the Government's coronavirus job retention scheme (CJRS), the second highest after accommodation and food services.

3.2 The pandemic has also shown the fragility of the sector in terms of business models, as well as employment issues particularly around freelancers. It is predicted that the effects of the crisis could be long lasting, given impacts to distribution channels, productivity changes, lower levels of international and domestic tourism, a drop in purchasing power, and reductions in public and private funding.<sup>6</sup> Responsive public support and recovery strategies are therefore needed to ensure that the impacts on the cultural sector will not result in a negative impact on cities and regions in terms of jobs, revenues, levels of innovation, citizen well-being, and the vibrancy of communities.

3.3 In the WM Culture Response Unit's submission to the DCMS *'Impact of Covid-19 on DCMS Sectors'* inquiry<sup>7</sup>, potential regional job losses of 200,000 were outlined, resulting in the possible collapse of the local cultural sector just before major cultural events in the region. We have since seen several large cultural organisations in the region announce redundancies with up to 50% of staff consulted, including Royal Shakespeare Company<sup>8</sup>, Birmingham REP<sup>9</sup> and Birmingham Museums Trust<sup>10</sup>. Other impacts have included the delaying of the Coventry City of Culture programme and the British Art Show 9 Wolverhampton. There are also continuing concerns about the support for freelancers, who form a large part of cultural sector workers.

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<sup>3</sup> <https://pdfs.semanticscholar.org/3abd/db6df785269f454aff4fd9006de8f1d7773f.pdf>

<sup>4</sup> <https://www.artscouncil.org.uk/publication/impact-culture-recovery-fund-arts-and-culture-sector>

<sup>5</sup> <https://lordslibrary.parliament.uk/covid-19-impact-on-the-uk-cultural-sector/>

<sup>6</sup> [https://read.oecd-ilibrary.org/view/?ref=135\\_135961-nenh9f2w7a&title=Culture-shock-COVID-19-and-the-cultural-and-creative-sectors](https://read.oecd-ilibrary.org/view/?ref=135_135961-nenh9f2w7a&title=Culture-shock-COVID-19-and-the-cultural-and-creative-sectors)

<sup>7</sup> <https://committees.parliament.uk/work/250/impact-of-covid19-on-dcms-sectors/publications/written-evidence/?page=4>

<sup>8</sup> <https://www.bbc.co.uk/news/uk-england-coventry-warwickshire-53936168#:~:text=Royal%20Shakespeare%20Company%3A%20Job%20cuts%20as%20programme%20cancelled,-27%20August%202020&text=The%20production%20company%20in%20Stratford,a%20consultation%20period%20with%20employees>

<sup>9</sup> <https://www.theguardian.com/culture/2020/jul/14/birmingham-arts-venues-announce-major-job-losses>

<sup>10</sup> <https://www.museumassociation.org/museums-journal/news/2020/07/birmingham-museums-trust-begins-redundancy-consultations/>

#### 4. Government Cultural Recovery Funds

- 4.1 The region has had investment through the £1.56bn Cultural Recovery Fund (CRF) from the Government, distributed through the National Lottery Heritage Fund, Historic England, Arts Council England and the British Film Institute. Some of the funds were also allocated to cultural sector benevolent funds to help individuals not covered through other schemes. CRF was also not designed to be 'new investment', but to provide a rapid response to ensure cultural organisations and businesses could survive until March 2021.
- 4.2 In terms of heritage grants, the West Midlands was the 3rd lowest area for awards. There were 162 awards nationally, amounting to just under £15m, of which 16 awards in the West Midlands totalling just under £1m.
- 4.3 In terms of grants administered by Arts Council England, the total investment within the 7 metropolitan authorities' area was £23.5m (including grants under & over £1m, excludes Capital Kickstart and repayable finance). This provided vital funds to regional institutions such as the City of Birmingham Symphony Orchestra, Belgrade Theatre in Coventry, and Grand Theatre in Wolverhampton, enabling them to remain open despite lost revenues. However, when compared with per capita investment, the chart below demonstrates that outside Birmingham, Coventry & Wolverhampton, the investment levels were significantly lower than the UK average of £6.41. In some cases (e.g. Wolverhampton & Dudley) individual high value grants for large organisations also push the per capita figure high.

<b>Geography</b>	<b>Awards</b>	<b>Amount</b>	<b>Per capita</b>
West Midlands	157	£40,299,671	£6.79
<i>West Midlands - 7 Met</i>	83	£23,453,988	£2.65
<i>Birmingham</i>	48	£15,077,541	£13.20
<i>Coventry</i>	12	£2,795,309	£7.52
<i>Walsall</i>	2	£190,000	£0.67
<i>Wolverhampton</i>	9	£2,093,345	£7.95
<i>Sandwell</i>	4	£268,501	£0.82
<i>Solihull</i>	3	£204,905	£0.95
<i>Dudley</i>	5	£2,824,387	£8.78
East Midlands	128	£22,201,823	£4.59
North East	83	£18,725,643	£7.01
North West	236	£52,842,977	£7.20
Yorkshire & Humber	176	£36,731,475	£6.67
South East	259	£46,922,984	£5.11
East of England	155	£30,457,041	£4.88
South West	180	£36,374,644	£6.47
London	640	£143,147,502	£15.97
<b>UK Average</b>		<b>£427,942,410</b>	<b>£6.41</b>

- 4.4 At less than £1 per capita, the CRF funding levels particularly for the Black Country and Solihull remain considerably below the national averages. The WMCA and LAs had no role in coordinating or developing applications for the Culture Recovery Fund, and so these allocations do not reflect a coordination failure in the short term – but do clearly make the case that in the medium and long term there is a need for greater collaboration across the region.

## 5. WMCA Support for Regional Cultural Activity

5.1 Regional leadership, to realise the potential of our major cultural opportunities and address existential challenges to the sector, will be key moving forward. In the previous year we have developed the arrangements to support collaboration – now the key will be supporting and investing in these forums moving forward.

5.2 In January 2019, the WMCA Board agreed to:

- Establish a Cultural Leadership Board (CLB) to drive the development of a more holistic approach and deeper strategic coordination across the region in relation to Culture, particularly in relation to major cultural events such as Coventry City of Culture and Birmingham 2022 Commonwealth Games cultural programme.
- Revise the arrangements for the Culture and Tourism Advisory Group, now operating as the Cultural Officers Group (COG), to better respond to opportunities and give a clear leadership role to the cultural sector.
- These changes were aimed at enhancing the enabling role of the CA and to support coordinated, sector-led activity across the region, including convening the cultural leadership in the region, as well as CA helping to maximise the quantum and effectiveness of funding secured and deployed in the region.

5.3 Key progress milestones for the Cultural Leadership Board include:

- Recruitment of members in Autumn 2019 and appointment of Martin Sutherland, CEO of the Coventry City of Culture Trust, as Chair. As of December 2020, the CLB has 22 members from across the WMCA geography. The members participate in an individual capacity, not on behalf of their institution, but their experience reflects different parts of the sector, including art forms (music, theatre, heritage, libraries, film, etc) and cross-cutting themes such as cultural education, disability arts and wellbeing. The full list of members is as follows:

LEP Area	Local Authority	Name	Organisation
BCLEP	Wolverhampton	Pamela Cole-Hudson	Gazebo
BCLEP	Sandwell	Parminder Dosanjh	Creative Black Country (CPP)
BCLEP	Wolverhampton	Adrian Jackson	Grand Theatre
BCLEP	Sandwell	Jerrel Jackson	Creative Academies Network
BCLEP	Dudley	Andrew Lovett	Black Country Living Museum
BCLEP	Sandwell	Gina Patel	Young Combined Authority
CWLEP	Coventry	Doreen Foster	Warwick Arts Centre
CWLEP	Stratford-upon-Avon	Catherine Mallyon	Royal Shakespeare Company
CWLEP	Coventry	Julia Negus	Theatre Absolute
CWLEP	Coventry	Laura Nyahuye	Maokwo
CWLEP	Coventry	Martin Sutherland	Coventry City of Culture Trust
GBSEP	Birmingham	Nikki Bi	Civic Square
GBSLEP	Birmingham	Indi Deol	DESIblitz
GBSLEP	Birmingham	Ian Francis	Flatpack Film Festival
GBSLEP	Birmingham	Cheryl Jones	Grand Union
GBSLEP	Solihull	Ayub Kahn	Libraries, Communities, Museums - Warwickshire County Council
GBSLEP	Birmingham	Timothy Maycock	Birmingham Hippodrome

GBSLEP	Birmingham	Karen Newman	Birmingham Open Media
GBSLEP	Birmingham	Aftab Rahman	Legacy WM
GBSLEP	Birmingham	Simeon Shtebunaev	Birmingham Architectural Association
GBSLEP	Birmingham	Ammo Talwar	PUNCH Records
GBSLEP	Birmingham	Raidene Carter	2022 Commonwealth Games

- Governance & reporting structures established, including vision & mission statement. Skills and diversity audits completed in spring 2020 with a further recruitment process completed in December 2020 to fill identified skills and art form gaps.
- In 2019 – 2020 the CLB met five times and established working groups on:
  - a) Role of Culture in Regional Economic & Social ambitions, key outputs to date:
    - West Midlands cultural sector data mapping project developed in partnership with DCMS, Birmingham 2022 Commonwealth Games, Coventry City of Culture Trust, Birmingham City Council, GBS LEP, WMGC, Culture Central and Arts Council England. This involved commissioning two pieces of work:
      - 1) Audiences & engagement, with the key output being a regional audience development strategy to help to tackle levels of low cultural engagement across the WMCA area. Initial findings expected in March 2021.
      - 2) Economic impact and cultural infrastructure a focus on the economic & social value of culture, employment data, labour forecast and cultural tourism figures. A key part of the work will be a digital cultural infrastructure map, which is planned to be an open-ended map with accompanying data sets, similar to a resource developed by the [GLA](#).<sup>11</sup>
    - Contributing to the development of the £80m ‘*Cultural Catalyst*’ programme for WMCA’s ‘*Recharge West Midlands*’<sup>12</sup> submission, as well as £369m ‘*Culture & Placemaking Investment Programme*’ as part of the ‘*WMCA CSR submission*’<sup>13</sup>.
    - Engagement with WM5G, the WMCA Wellbeing team, and the Applied Inclusive Growth team
  - b) Funding & Resilience, key outputs to date:
    - Core support to West Midlands Culture Response Unit, formed by Culture Central to coordinate sectoral resilience in the face of lockdown
    - Exploring opportunities for alternative investment models, working closely with Arts Council England subject specialists
  - c) Cultural leadership, entrepreneurship & engagement, key outputs to date:
    - Development of a Cultural and Creative Social Enterprise pilot to support diverse cultural entrepreneurs across the region
- CLB members also engaged across different workstreams – two members sat on the External Advisory Group for the WM Digital Roadmap and a group of members developed a response to the Planning White Paper consultation with a culture focus.
- The CLB has in principle signed up to the ‘[More than a Moment](#)’ Pledge initiated by the West Midlands Cultural Response Unit, in response to Black Lives Matter. The board is currently reviewing its own practices in relation to the pledge.

<sup>11</sup> <https://www.london.gov.uk/what-we-do/arts-and-culture/cultural-infrastructure-toolbox/cultural-infrastructure-map>

<sup>12</sup> <https://www.wmca.org.uk/media/3975/west-midlands-economic-recovery-our-ask-and-offer-hd-spreads.pdf>

<sup>13</sup> <https://www.wmca.org.uk/media/4322/rebuilding-the-west-midlands-src-csr-submission.pdf>

- The CLB joined the West Midlands Culture Response Unit (WMCRU) in April 2020. WMCRU was a specially formed un-constituted taskforce to support the recovery of the region's arts and cultural organisations. The initiative was led by Culture Central, a Birmingham based cultural sector membership organisation. This temporary unit was created to deliver an action-orientated, sector led response to the Covid-19 outbreak to ensure the visibility, viability and recovery of the cultural sector in the West Midlands and was also endorsed by the WMCA. The WMCA also seconded a full-time policy officer (Keziah Watson) to Culture Central to support the delivery of the activities.

5.4 The Cultural Officers Group (COG) has continued to operate and streamlined its activities. Their key achievements for 2019-20 include the development of regional strategic priorities for culture, which are outlined in paragraph 6.2. In addition, COG has had a key role in the development of the £80m '*Cultural Catalyst*' programme for WMCA's '*Recharge West Midlands*'<sup>14</sup> submission, as well as £369m '*Culture & Placemaking Investment Programme*' as part of the '*WMCA CSR submission*'<sup>15</sup>. COG has also been contributing to the development of the West Midlands cultural sector data mapping work, as well as creating links with other WMCA workstreams.

5.5 Following discussions on the unequal distribution of Culture Recovery Funds held between the Mayor and the Midlands Team at Arts Council England, the Black Country members of the Cultural Officers Group and the Cultural Leadership Board have convened a special sub-regional group to develop a proposal to address the lack of investment moving forward. The first meeting of the group took place in Dec 2020, and the group will continue to convene in early 2021 to develop a proposed programme by the Spring.

5.6 Other key progress across the Cultural policy work:

- Establishing cultural policy workstream within the WMCA, linking with Innovation, Public Service Reform, Wellbeing, Skills, Inclusive Growth, Commonwealth Games, Create Central, WMGC, Digital, etc.
- Creating contacts and collaboration in this field nationally, including DCMS, Arts Council England, Greater London Authority, M9 group.
- Ensuring WMCA is represented at the re-established Cultural Cities Enquiry
- Promoting the role of culture in place-based development including Town Funds
- Input into the Creative Industries Sector Recovery Sector plan

## 6. Regional strategic priorities for culture

6.1 To realise the regional opportunities for culture, and address the challenges outlined earlier in this report, the Cultural Officers Group (COG) have developed a set of regional strategic priorities for culture. COG has consulted the CLB for sectoral feedback and advice. These strategic priorities will provide a framework for regional cultural activity, and can form the foundation of a cultural strategy for the region, which will be a priority for 2021-22.

6.2 There are four recommended regional strategic priorities for culture:

1. **Development** – to support the cultural sector to grow and recover after Covid-10, strengthening regional networks and building resilience

<sup>14</sup> <https://www.wmca.org.uk/media/3975/west-midlands-economic-recovery-our-ask-and-offer-hd-spreads.pdf>

<sup>15</sup> <https://www.wmca.org.uk/media/4322/rebuilding-the-west-midlands-src-csr-submission.pdf>

2. **Participation** - Making sure that all our communities realise the benefits of culture
3. **Placemaking** – Harness culture’s potential to transform our cities, towns and local centres through unique experiences and a thriving night-time economy
4. **Promotion** – Use our major cultural events and diverse cultural institutions to position the West Midlands as the best place to work, live, visit, and invest

6.3 Responsibility for coordinating LA and LEP activity across these four areas rests with the Culture Officers Group. The Cultural Leadership Board are the key sectoral body to drive progress against these four areas, providing expert advice and shaping proposals. Officers in the WMCA will be responsible for supporting these groups and the Culture and Digital portfolio holder, and developing programmes and projects to supporting the four cultural priorities.

6.4 Once the strategic priorities have been agreed, the Cultural Officers Group and the Cultural Leadership Board will work with the WMCA officers to agree specific activity and delivery responsibilities. High level information on WMCA activity in 2020/21 is outlined in the WMCA Budget that has also been submitted to this Board meeting.

6.5 Any additional activity above and beyond WMCA delivery will require partnership with actors across the region and investment from central government, funding bodies, and the private sector. Some examples of potential activity and areas of collaboration are outlined in the below table:

Strategic priority	Potential actions
1) <b>Development</b>	<ul style="list-style-type: none"> <li>○ Ensure that business support and interventions are inclusive, reaching diverse-led and community-based cultural organisations</li> <li>○ Explore models like the GLAs ‘culture-at-risk’ office which seeks to build shared resources for cultural institutions</li> <li>○ Realise potential of culture to drive other agendas, particularly around sustainability, mental health and social prescribing</li> <li>○ Explore opportunities to increase resilience and develop new financial instruments, including repurposing of business and delivery models particularly around digital</li> <li>○ Support the cultural sector in restarting activity</li> <li>○ Increase support for sector intermediaries, including destination management organisations, and fund ‘cultural brokers’ who will join-the-dots between silos that separate cultural organisations, businesses, tourism, the wider creative industries, and communities, both geographically and through their background and heritage.</li> <li>○ Strengthen regional networks of cultural SMEs and sole traders, including brokerage with non-cultural sector partners (facilitate &amp; fund)</li> </ul>
2) <b>Participation</b>	<ul style="list-style-type: none"> <li>○ Given WMCA constituent areas are within the 22%-33% lowest category for cultural participation nationally, focussed work/activity in specific geographies and communities where data indicates that cultural participation is low, with the aim of increasing investment and driving up participation.</li> <li>○ Ensure the opportunities around Commonwealth Games, City of Culture and British Art Show are maximised throughout the region (both delivery and legacy) to improve cultural participation, particularly for less-engaged groups and our hyper-diverse communities.</li> </ul>

	<ul style="list-style-type: none"> <li>○ Development of joint approaches to ensure that all the work/activity is inclusive, and investment will reach organisations operating within the least engaged communities.</li> <li>○ Develop ways to encourage, measure and promote the wider benefits of cultural participation (e.g. wellbeing, health)</li> </ul>
<b>3) Placemaking</b>	<ul style="list-style-type: none"> <li>○ Develop an evidence base for cultural sector and the wider creative industries, including an interactive Culture Infrastructure Map</li> <li>○ Develop a regional cultural infrastructure plan in collaboration with public sector, cultural sector stakeholders (e.g. CLB) and private sector to promote future investment</li> <li>○ Work closely with Housing &amp; Regeneration leads to ensure culture is at the heart of planning.</li> <li>○ Inform the development of culturally led regeneration and town specific regeneration projects to ensure the needs and opportunities of the cultural sector are considered across policy areas (e.g. planning, licencing, transport links, tourism) to support the development of affordable workspaces, cluster working and the night-time economy</li> <li>○ Work together to support sustainable new cultural partnerships to re-animate our cities, towns, green spaces and local centres through targeted place-based initiatives.</li> <li>○ Work towards securing inward investment which will enable development of places where people want to work, live and play</li> <li>○ Ensure that interventions are linked to inclusive growth and/or community wealth building principles</li> <li>○ Use financial innovation, such as asset-based investment, creative land trusts, levies, place-based crowdfunding and community wealth building, alongside public and private capital, to support resilience and long-term sustainability of the cultural sector</li> <li>○ Maximise benefits from major events, including legacy impacts</li> </ul>
<b>4) Promotion</b>	<ul style="list-style-type: none"> <li>○ Work jointly with WMCG Tourism Board and other stakeholders to promote West Midlands as a cultural destination, particularly in relation to major events</li> <li>○ Work collaboratively to position West Midlands as a great place to live – cementing local pride of residents through campaigns and other activities</li> <li>○ Actively promote opportunities that can prevent talent-drain and increase the skills and opportunities of the creative workforce in the region</li> <li>○ Actively work to increase the international reputation of the West Midlands as a cultural powerhouse and a destination, working with the tourism and hospitality industries and other cross-sectoral bodies</li> </ul>

## 7. Financial Implications

7.1 There are no financial implications as a result of the proposals within this report.

7.2 As detailed above, once the strategic priorities have been agreed, the Cultural Officers Group and the Cultural Leadership Board will work with the WMCA officers to agree specific activity and delivery responsibilities. More detail on WMCA activity will be part of the high-level deliverables in the WMCA Budget presented to the Board in February 2021. The possible scale of the activity WMCA will directly support in financial terms be dependent upon the resources allocated to this portfolio

## **8. Legal Implications**

8.1 There are no direct legal implications arising from this report.

## **9. Equalities Implications**

9.1 While there is no equality impact in relation to this paper, consideration of approaches to ensure that activities are inclusive and reach widely within the least engaged communities is needed. Currently, the cultural industry's workforce lacks diversity in terms of ethnicity, age, and socio-economic background. Moreover, a number of communities in the region are not able to equally realise the benefits of culture. Identifying the root causes of this under-representation and targeting efforts to diversify and reach out more widely is therefore crucial.

## **10. Inclusive Growth Implications**

10.1 Culture is what our citizens do. It is part of their individual and shared identities, and connects them to their places and one another. In inclusive growth terms, this means that nurturing and growing cultural assets is an important outcome in its own right, as well as because of the economic imperatives of doing so. This is not reflected in the four strategic priorities per se, but should be considered when building the work programme around those priorities.

10.2 The full inclusive growth implications of the work can only be determined as plans are shaped and resources allocated, but in line with the four inclusive growth tests, ensuring that the benefits of investments also accrue to future generations, ensuring that access is extended to people who are excluded from parts of a wider cultural offer, and embedding local ownership, will be important characteristics to draw out. The cross-regional of the Cultural Leadership Board stands the realisation of these considerations in good stead.

## **11. Geographical area of report's implications**

11.1 The Cultural Officers Group and the Cultural Leadership Board are mostly from constituent authorities but include representation from non-constituent members and the three LEP areas. Where relevant, the focus is therefore on the whole CA footprint, including non-constituent authorities.

## **12. Schedule of Background Papers**

Appendix 1 – Midlands cultural sector key statistics by Local Authority

Appendix 2 – WMCA area Cultural ecology systems map

WMCA Constituent Authority	WMCA LEP's	1	2	3	4	5	6	7	8	9
Birmingham City Council	GBSLEP	Cultural Compact	FHSF1 Birmingham (Erdington) HSTF Task Force Stirchley, TCP Bordesley (Birmingham)	CWG	42nd lowest (40.7%)	Birmingham CEP	37 NPOs + MEH	3.5	£30.8m Due for renewal	HS2 Curzon Street
Solihull Metropolitan Borough Council	GBSLEP	-	-	CWG	99th lowest (45.6%)	-	MEH	6.5	£4.8m	HS2 Birmingham Interchange
Dudley Metropolitan Borough Council	BC LEP	-	Towns Fund, FHSF2 (Brierley Hill), HAZ (Brierley Hill), TCP St Thomas' Quarter (Dudley)	-	56th lowest (42.5%)	Dudley CEP	1 NPO + CPP + MEH	4.9	£6.3m	-
Sandwell Metropolitan Borough Council	BC LEP	-	Towns Funds x 3 Rowley Regis, Smethwick, Sandwell, HAZ Sandwell (Wednesbury), HSTF West Bromwich, TCP West Bromwich East (Sandwell)	CWG	2nd lowest (29.7%)	Sandwell CEP	2 NPOs + CPP + MEH	7.3	£5.9m Draft in place	-
Walsall Council	BC LEP	Cultural Compact	Towns Fund x 2 Walsall & Bloxwich, FHSF1 (Walsall), TCP St Matthews Quarter (Walsall)	-	5th lowest (32.9%)	Walsall CEP	1 NPO + CPP + MEH	2.5	£8.9m	-
City of Wolverhampton Council	BC LEP	Cultural Compact	Towns Fund Wolverhampton, FHSF1, TCP Bilston (Wolverhampton)	BAS	40th lowest (40.2%)	Wolves CEP	3 NPOs + CPP + MEH	6.1	£7.7m Part of council strategy	-
Coventry City Council	C&W LEP	Cultural Compact	HAZ Coventry, £7m CIF, HSTF Coventry City	CWG, COC	76th lowest (44.0%)	Coventry CEP	5 NPOs + MEH	4.6	£6.6m Published soon	-

1. Cultural Compact  
 2. Town deals (TD), Future High Street Funds (FHSF1 & 2), Heritage Action Zones (HAZ), Cultural Investment Fund (CIF) High Streets Task Force (HSTF) & WMCA Town Centres Programme (TCP)  
 3. Commonwealth Games 2022 locations, City of Culture (COC), British Art Show (BAS)  
 4. Areas within lowest 20% for Cultural engagement in England (out of 109)  
 5. Local Cultural Education Partnerships (CEP)  
 6. National Portfolio Organisations funded by Arts Council (NPOs), Creative People & Places Programmes (CPP), Music Education Hubs (MEH)  
 7. Number of libraries per 100k citizens  
 8. LA investment to archives, museums, arts and libraries. Based on Arts Council dashboards, data has limitations. Cultural & Heritage Strategies & 2018-19  
 9. HS2 station (a cultural plan should be submitted as part of work)

WMCA non-constituent authority or eligible LEP area (LEP)	WMCA LEP's	1	2	3	4	5	6	7	8	9		
Telford & Wrekin Council	-	-	Towns Fund Telford	-	66th lowest (43.4%)	Creative Connections Telford CEP	2 NPOs + MEH	5	£3.2m	Joint with Shropshire	-	
Shropshire Council	-	-	HAZ (Oswestry)	-	-	Creative Consortium Shropshire CEP	4 NPOs + MEH	8	£11.5m	Draft Feb 2020	-	
Cannock Chase District Council	GBSLEP	-	-	CWG	17th lowest (37.0%)	Cannock Chase CEP	MEH	-	£1.0m	£10.7m Staffordshire County Council	-	
East Staffordshire (LEP)	GBSLEP	-	Towns Fund Burton-on-Trent	-	27th lowest (38.7%)	-	MEH	-	£1.2m		-	
Lichfield (LEP)	GBSLEP	-	-	-	-	-	MEH	5	£0.3m		-	
Tamworth Borough Council	GBSLEP	-	FHSF2 (Tamworth)	-	45th lowest (41.4%)	Tamworth CEP	2 NPOs + MEH	-	£1.2m		-	
Redditch Borough Council	GBSLEP	-	Towns Fund Redditch	-	72th lowest (43.8%)	-	MEH	-	£0.8m		-	
Wyre Forest (LEP)	GBSLEP	-	FHSF1 (Kidderminster)	-	-	Worcestershire CEP	MEH	4	£1.1m		£14.8m Worcestershire County Council Current County Council strategy ended 2019	-
Bromsgrove (LEP)	GBSLEP	-	-	-	-	-	MEH	-	£0.3m			-

1. Cultural Compact  
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 7. Number of libraries per 100k citizens  
 8. LA investment to archives, museums, arts and libraries. Based on Arts Council dashboards, data has limitations. Cultural & Heritage Strategies & 2018-19  
 9. HS2 station (a cultural plan should be submitted as part of work)

WMCA Non-constituent Authority	WMCA LEP's	1	2	3	4	5	6	7	8	9
North Warwickshire Borough Council	C&W LEP	-	-	-	19th lowest (37.4%)	-	MEH	-	£6000	-
Nuneaton & Bedworth Borough Council	C&W LEP	-	Towns Fund Nuneaton, FHSF2	-	27th lowest (38.7%)	-	MEH	-	£1.7m	-
Rugby Borough Council	C&W LEP	-	-	-	-	-	1 NPO + MEH	6	£0.8m	£5.6m Warwickshire County Council Warwickshire County Council Heritage & Cultural Strategy 2020-25, Warwick DC strategy published 2020
Stratford-upon-Avon District Council	C&W LEP	-	-	-	-	-	4 NPOs + MEH	-	£0	
Warwick District Council	C&W LEP	-	FHSF2 (Leamington Spa)	CWG (Leamington Spa)	-	-	2 NPOs + MEH	-	£3m	

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 7. Number of libraries per 100k citizens  
 8. LA investment to archives, museums, arts and libraries. Based on Arts Council dashboards, data has limitations. Cultural & Heritage Strategies & 2018-19  
 9. HS2 station (a cultural plan should be submitted as part of work)

Non WMCA West Midlands areas	WMCA LEP's	1	2	3	4	5	6	7	8	9	
Herefordshire Council	-	-	Towns Fund Hereford, HAZ (Leominster)	-	-	Creative Connections Herefordshire CEP	4 NPOs + MEH	10	-	Current strategy published 2019	-
Newcastle-under-Lyme Borough Council	-	-	Towns Funds x 2 Kindsgrove and NuL, FHS2 (NuL)	-	88th lowest (44.6%)	Stoke & North Staffs CEP	1 NPO + MEH		£0.5m		-
South Staffordshire Council	-	-		-	-		MEH		£0	£10.7m Staffordshire County Council	-
Stafford Borough Council	-	-		-	-		MEH	5	£1.3m		HS2 Stafford
Staffordshire Moorlands District Council	-	-	HSTF Cheadle	-	92nd lowest (44.9%)	Stoke & North Staffs CEP	MEH				-
Wychavon District Council	-	-		-	-		MEH			£14.8m Worcestershire County Council	-
Malvern Hills District Council	-	-		-	-	Worcestershire CEP	MEH	4			Current County Council strategy ended 2019
Worcester City Council	-	-	Towns Fund Worcester, FHS1 (Worcester), CIF/Cultural Development Fund	-	-		3 NPOs + MEH		£1.3m		-
Stoke on Trent Council	-	-	HAZ (Stoke on Trent)	-	8th lowest (35.6%)	Stoke & North Staffs CEP	2 NPOs + CPP + MEH	2	£8.8m	Strategy in place and delivered	-

1. Cultural Compact  
 2. Town deals (TD), Future High Street Funds (FHSF1 & 2), Heritage Action Zones (HAZ), Cultural Investment Fund (CIF) High Streets Task Force (HSTF) & WMCA Town Centres Programme (TCP)  
 3. Commonwealth Games 2022 locations, City of Culture (COC), British Art Show (BAS)  
 4. Areas within lowest 20% for Cultural engagement in England (out of 109)  
 5. Local Cultural Education Partnerships (CEP)  
 6. National Portfolio Organisations funded by Arts Council (NPOs), Creative People & Places Programmes (CPP), Music Education Hubs (MEH)  
 7. Number of libraries per 100k citizens  
 8. LA investment to archives, museums, arts and libraries. Based on Arts Council dashboards, data has limitations. Cultural & Heritage Strategies & 2018-19  
 9. HS2 station (a cultural plan should be submitted as part of work)

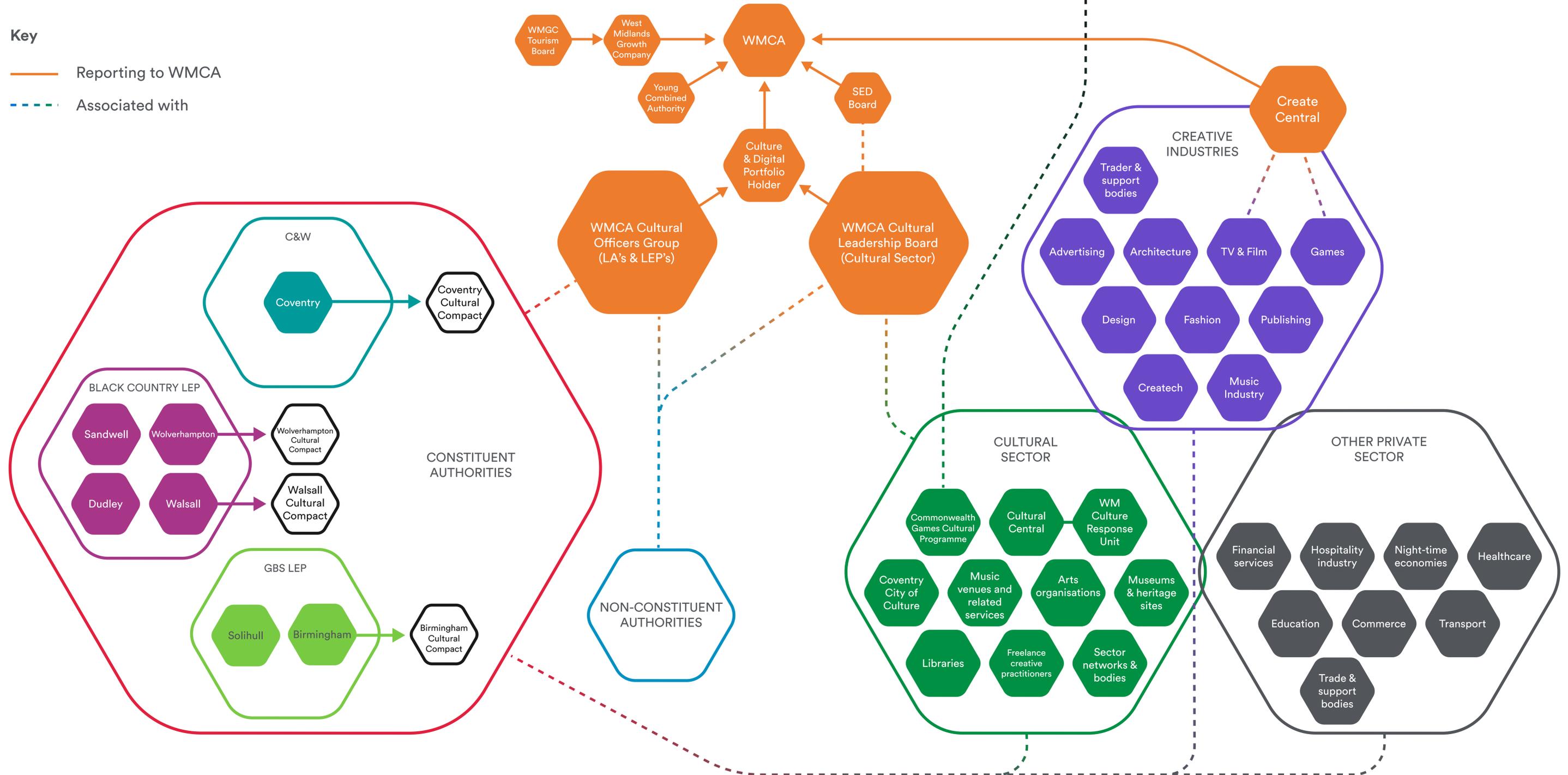
# WMCA relationships with West Midlands cultural ecosystem

Government and relevant departments (e.g. DCMS)



## Key

- Reporting to WMCA
- - - Associated with



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## WMCA Board

<b>Date</b>	12 February 2021
<b>Report title</b>	Dudley Interchange - Full Business Case Submission
<b>Portfolio Lead</b>	Transport - Councillor Ian Ward
<b>Accountable Chief Executive</b>	Laura Shoaf, Managing Director, Transport for West Midlands email: laura.shoaf@tfwm.org.uk tel: (0121) 214 7444
<b>Accountable Employee</b>	Sandeep Shingadia, Director of Development and Delivery, Transport for West Midlands email: sandeep.shingadia@tfwm.org.uk tel: (0121) 214 7169
<b>Report has been considered by</b>	WMCA Senior Leadership Team TfWM Leadership Board Strategic Transport Officers Group WMCA Investment Panel WMCA Programme Board

### Recommendations for action or decision:

#### WMCA Board is recommended:

- (1) To approve the Full Business Case for Dudley Interchange.
- (2) To approve the budget and funding for delivery of £24.1m to include the bus and metro interchange, utility diversions and highway works.
- (3) To endorse the revisions to the allocations of Transforming Cities Funding (TCF) as agreed by West Midlands Strategic Transport Officers Group as detailed within the Financial Implications to this report.
- (4) To note the capital and land contributions valued at £3.5m from Dudley Metropolitan Borough Council towards the delivery of the scheme.

- (5) To note that as construction and utility scope for the scheme are not yet finalised, the project team will need to flexibly manage the scheme in order to maintain the overall budget. This will need to be managed in a way that ensures the benefits are not materially affected and appropriate change control processes implemented to manage any changes.
- (6) To approve Delegation of Authority to Officers as set out in Section 6 of this report.
- (7) To note that Dudley Interchange has a Benefit to Cost Ratio classification of medium. The overall level of economic benefit is £33m.
- (8) To note the interface with the Wednesbury to Brierley Hill Metro Extension (WBHE) construction programme.
- (9) To note that no contracts will be let until all funding is secured, signed and sealed and confidence to be able to accommodate any future revenue costs falling to WMCA is to the satisfaction of WMCA Finance Director and WMCA Monitoring Officer.

## **1. Purpose**

- 1.1 To approve the Full Business Case for the Dudley Interchange project.

## **2. Background**

- 2.1 Positive, enduring change is happening in the West Midlands. Transport is at the heart of our collective ambitions for inclusive economic growth and addressing the climate emergency. We see the importance of an effective transport system for the creation of new jobs, economic growth which benefits all, new housing, clean air and improved health in our conurbations. The WMCA and Transport for West Midlands are committed to making the best use of our existing highway network and getting more people on buses as part of an integrated transport system, to meet the challenges of congestion and poor air quality.
- 2.2 Dudley Interchange proposes to deliver a world class multi modal interchange for Dudley, part of a fully integrated transport system, that acts as a catalyst to the redevelopment of the town centre and supports inclusive and sustained growth that will improve the lives of millions of people.
- 2.3 The Interchange will link seamlessly to the new Metro extension, providing a key link between the existing town centre and the new developments. Dudley Interchange remains a Black Country priority given the dependencies with the delivery of the Wednesbury to Brierley Hill Metro Extension and its role as a catalyst for wider regeneration of Dudley Town Centre. The design of the interchange building will also allow interchange with proposed Sprint services with the Sprint stop placed adjacent to the interchange building.
- 2.4 The project involves the provision of the highway link (St Joseph's Street Link) to provide access into the interchange from the local highway network.
- 2.5 The Dudley Interchange project must be considered in the context of Dudley Metropolitan Borough Council's (DMBC) and WMCA's aspirations for the regeneration of Dudley Town Centre. Dudley is in the midst of an exciting new chapter in its history, with work on a £1bn programme of investment for the borough gathering pace. The new Dudley Interchange will be an integral part of this.
- 2.6 Around £600m of this investment is earmarked for Dudley Town Centre and the Castle Hill area, with a number of major regeneration projects coming forward over the next three to five years; and with several of these major projects already on site and progressing on programme. These projects include:
  - The £450m Wednesbury to Brierley Hill Metro extension
  - The recently approved investment of £6m by WMCA in highway roads infrastructure adjacent to the Interchange which will open up access to the Portersfield sites
  - The Portersfield development which is a proposed £82m mixed-use regeneration scheme located to the east of Dudley Bus Station, which comprises 12 acres of retail, entertainment, student and residential accommodation on the former Cavendish House site – the demolition of which was funded by WMCA
  - The new £31m Dudley Leisure Centre

- The £28m Very Light Rail National Innovation Centre
- The £26.8m Black Country and Marches Institute of Technology
- Improvements to both Dudley Zoo and the Black Country Living Museum

- 2.7 The Interchange Project will also compliment Dudley Council and Dudley Towns Fund Board's submission to Government for the next phase of development for the Castle Hill Vision, which includes a new university centre to expand the Town's learning quarter, improved public open spaces and improvements to the physical link from Castle Hill to the Town Centre.
- 2.8 The funding provided to Dudley MBC from the WMCA Land Fund enables the Portersfield Development and adds a vital highway route for the new interchange. These highway works have been designed to allow delivery as one project thereby providing economies of scale. This funding demonstrates the alignment of Land fund and transport investment to support wider inclusive growth objectives.
- 2.9 The new proposals introduce a considerably more comfortable waiting environment with the latest real time information provision. Interchange between different modes will be safe and seamless. There is also the provision for retail facilities within the new Interchange building, which will further enhance the passenger experience.
- 2.10 The scheme provides a specific area for cycle parking that will be superior to the existing facilities. With improved facilities, the scheme also links and supports the initiative set out in the WMCA Strategic Economic Plan, and the Government in response to the Covid-19 pandemic, to create a modal shift from car to cycling and public transport.
- 2.11 The Dudley Interchange scheme is substantially developed with a robust design (to RIBA Stage 3) and costing. The funding package set out in Section 6 will allow the programme to proceed with the procurement of a design and build contractor. Start of works is programmed to be late 2021.
- 2.12 Timely commencement of construction by late 2021 is vital in ensuring minimal disruption to bus services as a result of the Wednesbury to Brierley Hill Metro extension, which has already commenced and will render the current bus station layout inoperable. Delivery of Dudley Interchange is key in ensuring that current public transport provision is maintained at the busiest bus station in the West Midlands in terms of users.
- 2.13 The scheme is included within Movement for Growth: Through delivery of a world class public transport interchange and public realm improvements, the development of the proposed Dudley Interchange fully aligns with the wider strategic aspirations for transport, and with other transport schemes in the West Midlands; notably the Metro extension, Sprint and the arrival of High Speed 2.
- 2.14 The strategic planning document for the Black County is the Black Country Core Strategy (2011), which sets out the long-term spatial vision for the area between 2011 and 2026, with three major directions for change, including sustainable communities, environmental transformation and economic prosperity.

2.15 Both concept and developed designs have been completed for the scheme. Planning Permission was secured on 5th March 2019 for the construction of a new public transport interchange and associated soft and hard landscaping works on the site of the existing bus station.

### **3. Scheme Benefits**

3.1 The key direct outcome from the scheme relates to the regional economy, where the improved facility must ensure that transport connectivity between Dudley Town Centre and the wider West Midlands region is maintained with the arrival of Sprint and the Metro. This will ensure that there is no loss of investment or potential business activity as a result of substantial redevelopments in the local area and wider region.

3.2 The Dudley Interchange will introduce a significant improvement to the public realm in the vicinity of the new facility and improve the connectivity between the town centre and the bus station for active modes. Although not quantified, it is reasonable to expect that there will be a small uplift in the numbers of pedestrian journeys as a result of the scheme due to the environment being more pleasant and accommodating to active modes. This may also have secondary positive impacts on health and wellbeing.

3.3 The implementation of environmental technologies will help to stimulate new technology in Dudley Town Centre and the wider West Midlands region. Investment in active travel infrastructure as part of the proposed public realm improvements may attract businesses with a sustainable and green focus, stimulating further investment and new technology to be established in Dudley and the wider West Midlands vicinity.

3.4 Improvements to active travel infrastructure at the proposed Dudley Interchange is anticipated to result in a modal shift with more people travelling by public transport from private cars. In turn, this will result in a positive environment impact with lower levels of car usage reducing the overall amount of emissions in the area.

3.5 Businesses will be more confident to invest, remain, locate or start up in the region if they have confidence in the transport infrastructure. Also, the viability of local housing sites may increase as a result of the improvement Dudley Interchange will provide to the public realm in this part of the town centre. As such, the successful delivery of the Dudley Interchange project will support the delivery of this wider economic objectives.

3.6 The infrastructure provided by the scheme will directly improve the connectivity of journeys in Dudley Town Centre when compared to the Do Minimum scenario where the current bus station will cease to exist. This is also for those crossing it, for private vehicles, those using the new Metro and Sprint routes and those travelling by active modes. The environment for walking and cycling will also be improved as a result of the scheme and act as a means to access employment to stimulate economic activity.

3.7 Investment in infrastructure will support Dudley as an area to contribute to reducing the unemployment by providing jobseekers with an efficient, safer and more reliable transport network as well as expanding the labour market for employers. There will also be job creation in the construction industry associated with the building of the Interchange. It is likely that many of these workers will be local to the Dudley area.

3.8 The scheme will deliver:

- Job creation and economic development by improving accessibility to Dudley Town Centre and other key employment sites
- Increased use of active modes
- Enhanced public realm
- Cater for the increased transport demand enabling further economic development
- Improved air quality
- An increased viability of town centre development sites due to improvement in interchange and surrounding public realm

3.9 The overall impact of the scheme will be a significantly improved and best in class bus station facility over a long-term period, which in turn supports numerous economic development initiatives for Dudley Town Centre and the wider West Midlands region.

3.10 The work on the quantified economic benefits, conducted in line with Department for Transport's Transport Analysis Guidance (TAG), for Dudley Interchange shows a value for money classification of medium. The project generates an overall benefit of £33,084,179 over the appraisal period.

3.11 Engagement will continue throughout the delivery of project to ensure there is awareness of the impact of the scheme to ensure that benefits are maximised.

#### **4. Deliverability**

4.1 A design and build contractor will be appointed to deliver the scheme. Market costing has been undertaken at both RIBA 2 and RIBA 3 stages by Atkins Faithful & Gould to provide robust budgets. Procurement have been consulted throughout with a procurement strategy well developed.

4.2 There will be a design and build tender process to secure the single delivery contractor. Preferred form of contract is NEC3 Option A Design and Build. The procurement process will be led by the WMCA procurement team supported by the Project Manager and RIBA 3 Consultant.

4.3 There is regular engagement with the bus operating companies that use Dudley Bus Station (primarily National Express) to engage with them and share the design progress to gain their comment and endorsement. These meetings have also included the temporary arrangements on Tower Street that will be implemented during the construction phase and as agreed with Dudley MBC Highways team.

4.4 The Dudley Interchange project will adhere to the WMCA Programme and Project Risk Management Strategy. All information captured on risks that were identified are held on a central risk register and will be kept updated by the Project Manager. This provides a record of all risks including their status and history. Responsibility for reviewing the risk register sits with the established Project Board. It is a live document and therefore is subject to change.

## 5. Financial Implications

5.1 The anticipated cost of the scheme is £24.1m and is made up as follows

Item	£m
Programme management costs, Design Development, Surveys Physical Construction	13.3
DMBC Highways	3.6
Contingency and Inflation	3.7
<b>TOTAL WMCA</b>	<b>20.6</b>
Dudley MBC direct and land contribution	3.5
<b>Grand Total</b>	<b>24.1</b>

5.2 As detailed within the recommendations, the project scope is yet to be frozen and as such, the estimated costs at this point continue to mature. The budget contains £3.7m within contingency partly to mitigate against the potential for cost escalation as the details become clear.

5.3 The funding for the scheme is largely provided from Transforming Cities Fund with £10m provided from the original allocation and a further £7.4m redistributed from the Birchley Island scheme, following the identification of options to fund the latter from DfT. Stakeholder agreement to the TCF change was obtained from the West Midlands Strategic Transport Officers Group in January 2021. The reallocation was prompted by the requirement for TCF schemes to be able to evidence an element of delivery by 2023 and is summarised as follows:

- £7.4m from Birchley Island to Dudley Interchange.
- £1.0m from the TCF funding earmarked to support schemes on the Major Road Network to Birchley Island, subject to DfT MRN funding approval

5.4 As detailed above, WMCA will continue to provide £1m of grant funding into the Birchley Island scheme to ensure the funding package for the scheme. This is consistent with the budget request into the DfT for Major Road Network funding. The DfT have confirmed Programme Entry for the scheme within the Major Road Network programme as outlined in a letter to WMCA dated 1<sup>st</sup> February 2021. As part of this approval, the DfT will provide a maximum capped funding of £24.4m towards the Birchley Island scheme on approval of the Full Business Case.

5.5 Under this funding proposal, WMCA also intend to provide £3.2m of Integrated Transport Block into the scheme. This funding source remains a risk as DfT are still to confirm the precise funding allocations for capital block grants into the region. Should this not be received as expected, the funding package will need to be revisited.

5.6 A further £3.5m funding towards the scheme is being provided by Dudley MBC with the terms of that funding to be agreed between the Authorities but it is expected that any risk associated with any overspend relating to this element of the works is borne by Dudley MBC.

5.7 A summary of the funding package is detailed below:

Funding Source	Responsible Organisation		TOTAL £m
	WMCA £m	Dudley MBC £m	
Transforming Cities Fund	17.4		<b>17.4</b>
Integrated Transport Block	3.2		<b>3.2</b>
Dudley MBC contribution		3.5	<b>3.5</b>
<b>Total</b>	<b>20.6</b>	<b>3.5</b>	<b>24.1</b>

5.8 It is recommended that no major works contracts are entered into until the full funding package is secured to the satisfaction of the WMCA Finance Director.

5.9 In addition, prior to letting of contracts to complete the scheme, WMCA will need to ensure that any future revenue costs falling to the Authority can be accommodated. It is expected that the revenue costs will be accommodated within the existing maintenance budget for Dudley Bus Station. This will need to be captured as part of the annual business planning process.

## 6. Delegations to Officers

6.1 In order to manage business effectively and efficiently the WMCA Board is recommended to delegate its powers in respect of this Programme to the TfWM Managing Director, WMCA Section 151 Officer, and the WMCA Head of Governance to:

- Accept target cost proposals for the project should they fall within the approved overall budget and subject to a satisfactory report by the Quantity Surveyor;
- Manage the scope of the project deliverables through the change control process in order to maintain the overall budget and programme vision;
- Subject to costs being contained within the approved funding envelope, and all third-party funding being confirmed, enter into contract for the services of consultants, contractors, legal and financial advisors and others as necessary to undertake delivery work for Dudley Interchange and associated highway works;
- Enter into Section 8 and Section 278 agreements with Local Highway Authorities, and other legal agreements, in respect of the Dudley Interchange deliverables subject to costs being within budget.

## 7. Legal Implications

7.1 Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives WMCA a power of competence appropriate for the purposes of carrying-out any of its functions.

7.2 Part 3, Paragraph 7(2)(a) of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to transport functions in the constituent area are exercisable by the CA. Transport for West Midlands is an executive body of the WMCA.

7.3 TfWM are the delivery body for the Dudley Interchange scheme and will have direct control over scheme delivery. Legal services have provided support through the development of the scheme and will continue to provide support as and when the needs arise.

## **8. Equalities Implications**

8.1 An equality impact assessment has been conducted in relation to Dudley interchange and disability groups were engaged at design stage. Equality and accessibility input and engagement will continue throughout detailed design and construction.

## **9. Inclusive Growth Implications**

9.1 The scheme will support many of the WMCA's growth objectives:

- Economic Growth - businesses will be more confident to invest, remain, locate or start up in vicinity of new interchange.
- Business Competitiveness - businesses will have improved access to labour to enable growth. The improved connectivity will provide enhanced access to labour benefitting business.
- Increased employment rate in target growth sectors – improved accessibility areas where there are unemployed residents. The scheme will improve access to training and employment, particularly town and city centres where growth is targeted.
- Social Impact - the new infrastructure will improve bus connectivity and will encourage travel by bus to training and employment opportunities.
- Health & Wellbeing - the removal of car traffic from the congested highway network through mode shift to bus and metro will improve air quality. Broaden travel choice for residents, reducing barriers to travel and bringing key health and leisure facilities within shorter journey times.
- Environmental Impact - supporting and promoting greener travel solutions is a key part of WM2041.

## **10. Impact on Delivery of Strategic Transport Plan**

10.1 The impact of the contents of this report on delivery of the 15 Strategic Transport Plan Policies and/or the development/operation of:

- The National & Regional Tier
- The Metropolitan Tier: Rail and Rapid Transit Network, Key Route Network, Strategic Cycle Network
- The Local Tier
- Smart Mobility Tier

10.2 The policies that are supported include:

- Policy 1 - Accommodate increased travel demand by existing transport capacity and new sustainable transport capacity;
- Policy 2 - Use existing transport capacity more effectively to provide greater reliability and average speed for the movement of people and goods;
- Policy 3 - Maintain existing transport capacity more effectively to provide greater resilience and greater reliability for the movement of people and goods.

- Policy 4 - Improve connections to new economic development locations to help them flourish, primarily through sustainable transport connections
- Policy 6 - To improve connections to areas of deprivation.
- Policy 8 - To improve connections to new housing development locations to help them flourish, primarily through sustainable transport connections.

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

- 11.1 The report deals with a scheme to be funded through the Transforming Cities Fund which is located within the Metropolitan Borough of Dudley. This project acts as major transport hub and with the wider connectivity to the Wednesbury to Brierley Hill Metro Extension, it will serve to improve connectivity across the Black Country and wider WMCA area on key corridors.

## **12. Other Implications**

- 12.1 No other implications are noted.

## **13. Schedule of Background Papers**

- 13.1 Dudley Interchange Outline Business Case  
Dudley Interchange Full Business Case

## **14.0 Appendices**

- 14.1 Appendix 1: Private Paper – Detailed Financial Considerations



## WMCA Board

<b>Date</b>	12 February 2021
<b>Report title</b>	Regional Road Safety Progress
<b>Portfolio Lead</b>	Transport - Councillor Ian Ward
<b>Accountable Chief Executive/TfWM Director</b>	Laura Shoaf, Managing Director, Transport of West Midlands email: laura.shoaf@tfwm.org.uk tel: (0121) 214 7444
<b>Accountable Employee</b>	Anne Shaw, Director of Network Resilience, Transport for West Midlands email: anne.shaw@tfwm.org.uk tel: (0121) 214 7881
<b>Report has been considered by</b>	Strategic Transport Officers Group Strategic Leadership Team Programme Board

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

#### The WMCA Board is recommended to:

- (1) Note the progress made on managing Road Safety across the region and the priorities agreed through the Regional Road Safety Strategic Partnership.
- (2) Note the range of activities delivered by partners across the West Midlands throughout 2019/20 to date totalling approx. £6m.
- (3) Note the reduction of Killed and Seriously Injured (KSI) has reduced by 6% since the target was set. In absolute terms, taking population growth into account this equates to a reduction of 8% overall.
- (4) Note the development of the Regional Road Safety Action Plan and the commitments by regional partners to deliver the measures during the period 2021 - 2024.

- (5) Notes that the Regional Strategic Road Safety Partnership will finalise the Action Plan for publication.

## 1. Purpose

- 1.1 To update the WMCA Board on the progress being made in relation to the region's target to reduce killed and seriously injured (KSI) by 40% by 2028 (baseline from 2015/17).
- 1.2 To update on the establishment of the Regional Road Safety Strategic Partnership and the development of the regional Road Safety Action Plan and priorities established.

## 2. Background

- 2.1 The Mayor of the West Midlands has concurrent powers with constituent authorities for road safety under Section 39 of the Road Traffic Act 1988. These powers cover the West Midlands Combined Authority area.
- 2.2 At the WMCA Board in January 2019, the Regional Road Safety Strategy (RRSS) was approved. This recognised a multi-disciplinary approach amongst regional partners to sustain reduced road traffic collisions to meet the KSI targets for the region. This is based on the following five pillars:
  - Road Safety Management
  - Safer Roads and Mobility
  - Safer Vehicles
  - Safer Road Users
  - Post-Crash Response.
- 2.3 This Strategy is aiming to address the wider social and economic consequences of collisions in our region. Socially, the devastation caused by road traffic collisions is harrowing on the families and communities affected. Economically, the average cost per fatal casualties in 2018 was £1.9 million. The cost of managing fatalities or long-term consequences for those seriously injured also has impact on essential services including those provided by the NHS. Concerns about road safety are also barriers to more active travel modes including walking and cycling. Research from Bike Life West Midlands (2019) shows that 73% of residents never cycle and 31% of residents walk less than once per week, with safety being a significant barrier for many.
- 2.4 The approach in terms of improving road safety is based on the concept of the safe system approach. The delivery programmes have focused on measures around engineering, enforcement and education.
- 2.5 Improving the physical layout of roads, to remove poor design, and manage road safety hotspots will assist with reducing KSI's. However, education to all road users including vulnerable pedestrians and cyclists accompanied by enforcement to tackle those that break the law, will also assist with the region's target.
- 2.6 Overall, there is recognition globally that the rate of reducing road casualties has slowed. This has led to the United Nations proclaiming a second Decade of Action for Road Safety, with new Sustainable Development Goals to cut road deaths by 50% by 2030.
- 2.7 The RRSS also set out how a regional approach would be established. This included setting up a new Regional Road Safety Strategic Partnership and developing an action plan which addresses challenges as well as ensuring an outcome-based approach supported by monitoring and evaluation.

2.8 The Regional Road Safety Partnership is now established and chaired by the Road Safety Foundation. The Partnership also includes the Local Authorities, Highways England, Public Health England, Freight Transport Association, blue light services, road safety charities and TfWM. It is supported by an officer group made up of colleagues with responsibility for road safety within their organisation.

### 3.0 Update

#### 3.1 Data Analysis

3.1.1 Over the past 30 years, the West Midlands has seen substantial and sustained reductions in road casualties. Advances in vehicle safety, enhanced road safety engineering, improved driver training, better road safety education and improvements in trauma care have all positively contributed to this reduction. However, since 2013, road collisions and casualties had started to rise on West Midlands roads. Building on our previous strong progress, it is essential to address this through collective action across the Partnership to improve the traffic environment through engineering solutions, enforcement and through education.

3.1.2 Data and intelligence around road collisions is considered critical in understanding the causation to ensure targeted solutions can be delivered. This is collected by multiple organisations and enabling greater sharing and insights from this data assists with identifying priority communities or locations, in order to meet the KSI target and provide focus for engineering, enforcement, and education where considered appropriate. To enable this greater insight, the Strategic Partnership establishes stronger collaborations with health authorities and insurance companies, to leverage additional data sources to further deepen understanding of the extent of injuries in the road environment and cluster locations of slight injuries before these become more serious casualty locations. Analysing the data helps us to draw out the direct impacts on various groups and address any equality issues within communities which may include harder to reach communities and any required tailored interventions.

3.1.3 The table below shows the progress made towards a 40% reduction in KSI's by 2028. In absolute terms the number of KSI's has reduced by 6% since the target was set. A per capita comparison taking account of population growth shows the number of KSI's has reduced by 8% per 100,000 population.

 West Midlands Combined Authority	Baseline 2015-2017 average	2018	2019	...2028
<b>WMCA area KSI figures</b>	<b>1045</b>	<b>1038</b>	<b>986</b>	<b>627</b>
Percentage change from baseline (2015-2017)	N/A	↓1%	↓6%	↓40%
<b>Casualty rate per 100,000 population</b>	<b>37</b>	<b>36</b>	<b>34</b>	<b>22</b>
Percentage change from baseline (2015-2017)	N/A	↓3%	↓8%	↓40%

3.1.4 The table below identifies the number of KSI's for the various target groups within the Regional Road Safety Strategy for 2019 compared to the base year. This shows the reduction in line with the target in all but the pedestrian category. In 2019 there were 47 fatalities on the local highway network in the West Midlands. Adult Pedestrians (16 and over) were the group most affected with 24 (51%) of people losing their lives in road traffic collisions. We expect figures for 2020 to become available around September 2021.

Casualty type		Baseline (2015-2017 average)	2018	Prediction for 2019	Actual for 2019	trend
Adult pedestrian	Fatalities	20	19	20	24	Not in line with required trend
	Seriously Injured	243	249	268	239	In line with required trend
Child Pedestrian	Fatalities	4	4	3	0	In line with required trend
	Seriously Injured	90	94	86	100	Not in line with required trend
All Pedestrians	Fatalities	24	23	24	24	Not in line with required trend
	Seriously Injured	339	353	363	342	In line with required trend
Motorcyclists (powered two wheelers)	Fatalities	9	12	11	5	In line with required trend
	Seriously Injured	163	172	151	116	In line with required trend
Cyclists	Fatalities	3	7	6	1	In line with required trend
	Seriously Injured	123	118	138	112	In line with required trend
Young Drivers (16-19)	Fatalities	2	4	4	2	In line with required trend
	Seriously Injured	50	43	47	36	In line with required trend
Drivers aged between 20 and 29	Fatalities	7	13	12	3	In line with required trend
	Seriously Injured	154	129	136	129	In line with required trend

3.1.5 The forecasted trends compared with actual data collected identifies that the 40% reduction target of KSI's should be reached overall. However, reviewing the various categories, whilst this is the case for motorcyclists, cyclists and car drivers, the data suggests that for pedestrians there could be an increase in KSI's. In order to meet the target there will need to be continued interventions across all groups and targeted interventions for pedestrians.

## 3.2 Delivery of Road Safety interventions 2019/20

3.2.1 Throughout 2019 and during this current financial year, a range of activities has been undertaken by partners across the region as listed in **Appendix 1**. This includes approximately £5m programme of engineering solutions to improve the road environment and collaboration through established partnerships and just under £1m to deliver road safety education or enforcement. This has helped to tackle some road safety areas such

as vulnerable road users (pedestrians, cyclists and motorcyclists) as well as working with schools, and other community organisations. Also included is the roll out of average speed enforcement or traffic calming measures in priority areas as well as safer facilities for disabled access and school advisory speeds. Bike-ability training has been provided targeted where new engineering schemes are put in place and safe routes to schools.

### **3.3 The Road Safety Action Plan**

- 3.3.1 The West Midlands RRSS identified a number of casualty areas to be targeted in an effort to reach a 40% reduction in KSI's by 2028. This has since been consolidated in the Regional Road Safety Action Plan, (2021-2024) building on actions to date and outlining future interventions of how, when and who. All interventions will be targeted, and data led. The Action Plan focuses on the 5 casualty areas that have been highlighted in the RRSS. However, as we progress through the life of the Action Plan, a key area for the West Midlands Road Safety Group surrounds commitment 3 - Data Management, where we will undertake deep dive analysis of the data to determine further insight into the casualties. This will enable further opportunities to create behaviour change programmes targeted amongst these road users. This deep dive has commenced prioritising the pedestrian fatalities and will assist with developing targeted interventions to improve the outcomes for reducing KSI's within this group. There are commitments that are already being delivered at a local level that will be enhanced through the lifespan of the Action Plan, but this deep dive into the causes will help enhance the delivery as there will be areas that may not have been identified previously. It is recognised that there are areas of activities that will need to be enhanced in both our educational delivery across the board and enhanced targeted campaigns.
- 3.3.2 Funding for road safety remains finite across all partners and the interventions will be maintained through each partner's level of local funding. TfWM has been able to draw in additional funding for specific projects including the Active Travel Fund and e. Scooter pilots to ensure the further roll out of these tackles any road safety concerns head on. Additional funding streams are not currently identified for year 1 of the Action Plan, much of the focus will be on what is currently being offered at a local level by each authority and adding value wherever possible with economies of scale and shared working. Through the life of the Action Plan, partners will seek new sources of funding to enhance the delivery and provide the targeted interventions needed to reach the 40% target.
- 3.3.3 For each of the commitments that are identified within the Action Plan, the West Midlands Road Safety Group (WMRSG) will enable small working groups with officers from the WMRSG to work on the initiatives, who will then report back to the WMRSG and the Strategic Partnership, which will further shape the details of the Plan.
- 3.3.4 The Action Plan as it is taken forward contains the following cross cutting themes:
- Improving data integrity and quality
  - Influencing road user behaviours
  - Safer walking, cycling and scooting
  - Measures to support speed management
  - Safer citizens, communities and streets
  - Creating an ethos of shared space.

3.3.5 The measures in the Action Plan (2021 – 2024) are divided into a number of commitments, which will be owned and delivered by regional partners. Further details are available in Appendix 2 to this report and a summary is provided below in Table 2.

Theme	Commitment
<b>Education</b>	<ul style="list-style-type: none"> <li>• Commitment 1.1 - Targeted campaigns for schools, communities and employers</li> <li>• Commitment 1.2 - Measures to encourage safe driving and sharing of space</li> <li>•</li> </ul>
<b>Enforcement</b>	<ul style="list-style-type: none"> <li>• Commitment 2.1 - Regionwide roll out of average speed enforcement</li> <li>• Commitment 2.2 - Measures to encourage enhanced community safety</li> <li>• Commitment 2.3 - Establish a new model for capturing revenue from of operation for moving traffic offences to support delivery</li> <li>•</li> </ul>
<b>Data Management</b>	<ul style="list-style-type: none"> <li>• Commitment 3.1 - In depth analysis – vulnerable groups</li> <li>• Commitment 3.2 - Annual report to identify any communality in behaviour traits amongst casualty data</li> <li>• Commitment 3.3 - Additional data sources</li> <li>• Commitment 3.4 – Development of Action Plan for 2025 - 2028</li> </ul>
<b>Engineering</b>	<ul style="list-style-type: none"> <li>• Commitment 4.1 - Safer roads investment planning measures</li> <li>• Commitment 4.2 - Road assessment programme on the KRN and MRN</li> <li>• Commitment 4.3 – Area wide programme in collaboration with Highways England</li> </ul>
<b>Looking to the future</b>	<ul style="list-style-type: none"> <li>• Commitment 5.1 – Route based approach to identify safety issues on KRN</li> <li>• Commitment 5.2 – In-vehicle and roadside technology measures</li> </ul>
<b>Other measures</b>	<ul style="list-style-type: none"> <li>• Commitment 6.1 - Legislative powers to support network management</li> <li>• Commitment 6.2 - National standard for construction traffic and community safety</li> <li>• Commitment 6.3 - Developing a regional suite of resources and a road safety brand</li> <li>• Commitment 6.4 - Driving for better business</li> <li>• Commitment 6.5 – Understand the impacts of Emergency Active Travel Fund measures</li> <li>• Commitment 6.6 – Consolidation of road collision victim information</li> </ul>

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**Table 2. Road Safety action plan commitments**

3.3.6 The aim of the Strategic Partnership will be to confirm these commitments along with the officer led group and undertake monitoring and evaluation on the outcomes to help refine delivery to ensure that the target is reached by 2028. This will be kept under continuous review to ensure that we are able to tackle emerging initiatives which will have the impact of introducing greater vulnerable users onto the highway network.

### 3.4 **Emerging Initiatives**

3.4.1 As part of the Covid recovery, the Local Authorities and TfWM have been responsible for delivering a number of transport initiatives to assist with reduced capacity on the public transport system, social distancing requirements and similar requirements in local, town and city centres. This has seen the introduction of emergency active travel fund (EATF) for walking and cycling as well as the introduction of an e-scooter trial to parts of the West Midlands. In addition, there are ongoing developments in the future of managing bus networks which may also present some opportunities with regards to road safety.

3.4.2 Whilst this meets the outcomes of other policy priorities such as improving health outcomes, reducing congestion and improving air quality, it is acknowledged that this is at a time when our research identifies concerns with using public transport and more car use. These initiatives will see more vulnerable road users mixing within traffic and pedestrian areas.

3.4.3 Working with delivery partners, these have provided the opportunity for targeted road safety packages for cycling and eScooter programmes. Appendix 1 provides highlights of road safety interventions under WMCA section and Appendix 3 provides greater detail. Monitoring and evaluation of these schemes will feed into the Road Safety Action Plan to ensure that we can continue to support more sustainable journeys within the region and ensure road safety requirements are considered for all initiatives that promote sustainable travel.

3.4.4 Overall responsibility for bus safety currently sits with the respective bus operators with differing levels of engagement across all parts of the country. However, there is a growing momentum amongst the city regions, to encourage the Department for Transport (DfT) to take a greater lead in this area and develop a national approach for managing bus safety. Along with the other city regions within Urban Transport Group (UTG), TfWM are encouraging the DfT to consider bids for improving safety within the emerging National Bus Strategy. This will be an important component for highway road safety work to have full visibility of in order to take advantage of any opportunities.

3.4.5 Regionally the West Midlands Bus Alliance has an objective to work collectively with bus operators to monitor any incidents affecting bus safety such that any patterns and learning can be shared in the development of wider national and local safety strategies or proposals. It is important that these are considered alongside all other road safety interventions.

- 3.4.6 As a user of the highway, buses and bus passengers are affected by highway safety issues. In particular, safe design of bus stops, stations which attract high footfall and any highway priority measures need to support the delivery of the region's road safety target

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

- 4.1 Funding for road safety interventions are managed by each delivery organisation from their own capital and revenue resources. See Appendix 1 for expenditure to date where this is available. The Action Plan will support each Local Authority to prioritise their delivery. However, this will be constrained to the available resources taking into account other budgetary pressures and priorities.
- 4.2 The Action Plan will also help to leverage additional funding as has been seen with the response for e-Scooters and the EATF programme.
- 4.3 In order to deliver greater impact for road safety programmes, it would be beneficial to explore alternative funding sources such as the retention of fines for those breaking the law, endangering lives and enabling a transparent mechanism of reinvestment through appropriate engineering, enforcement and education programmes.
- 4.4 It should be noted that whilst we have the statutory responsibility as a combined authority together with the Local Authorities, we have minimal funding to implement any additional programmes to support meeting this stretching target. Without leveraging more sustainable funds through the Devolution White Paper, we will be hampered in how collectively we can deliver.

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

- 5.1 The Mayor of the West Midlands has concurrent powers with constituent authorities for road safety under Section 39 of the Road Traffic Act 1988. These powers cover the West Midlands Combined Authority area.
- 5.2 There are no direct legal implications arising from this report.

#### **6. Impact on Delivery of Strategic Transport Plan**

- 6.1 Improving road safety remains critical to the overall vision of our strategic transport plan and will support the delivery of a number of policies outlined in Movement for Growth, particularly:
- Policy 1: To accommodate increased travel demand by existing transport capacity and new sustainable transport capacity;
  - Policy 3: To maintain existing transport capacity more effectively and to provide greater resilience and greater reliability for the movement of people and goods;
  - Policy 11: To significantly increase the amount of active travel in the West Midlands Metropolitan Area; and
  - Policy 12: To significantly reduce road traffic casualty numbers and severity.

#### **7. Equalities Implications**

- 7.1 Some groups are at a higher risk of death or serious injury in road traffic collisions than others. For example, in 2013 most incidents involving serious injury or death occur in the age 10 to 19 demographic. Pedestrians aged between 10 and 19 are more likely to be

crossing roads when masked by stationary vehicles, not looking properly when crossing, and are more likely to be playing dangerously in the street compared to older pedestrians. Contrastingly, pedestrians aged 70+ (another high-risk group) tend to move more slowly and are less likely to be able to effectively judge the path and speed of a vehicle (Department for Transport, 2015).

- 7.2 Between 2009 to 2013, the most common factor contributing to pedestrian serious injuries or deaths across all age groups was failure to look properly. Interestingly, the most common factor within the 16-19 demographic is alcohol impairment. Most pedestrian collisions occur on urban roads (83%). Linked to that, there is a significant correlation between low socio-economic groups and pedestrian road collisions – producing a steeper gradient than all other factors. Child casualties are 4x higher in the lowest socio-economic group compared to the highest. Minority ethnic groups are also at higher risk of being involved in a road collision. Individuals from more deprived areas are also more likely to rely on walking to get around, average distance walked for 20% most deprived areas is 215 miles per year, compared to 170 miles per year for the 20% least deprived, therefore increasing their chances of a collision. Moreover, those from more deprived areas are less likely to have road safety awareness due to the lack of sufficient road safety education and tend to live in areas with poorer, more dangerous, and busier road infrastructure (Department for Transport, 2015). Some of these groups are harder to reach - the Regional Road Safety Action Plan would benefit from an understanding of how some of these more vulnerable and often harder-to-reach groups, would be targeted and supported.

## **8. Inclusive Growth Implications**

- 8.1 Improvements in road safety, in line with the West Midlands Regional Road Safety Strategy, will be positive for inclusive growth in the West Midlands by supporting the following inclusive growth themes:
- Health and Wellbeing
  - Affordable, safe, and connected places
  - Sustainability
  - Equality
  - Economy

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

- 9.1 This report covers the West Midlands Region of the 7 constituent authorities of the West Midlands Combined Authority.

## **10. Other Implications**

- 10.1 No other implications have been identified.

## **11. Schedule of Background Papers**

1. [Regional Road Safety Strategy](#)

## Appendix 1 – summary of road safety interventions delivered by partners

Organisation	Road Safety Management	Safer Roads and Mobility	Safer Vehicles	Safer Road Users	Post-Crash Response	Spend 2019**
Birmingham	<ul style="list-style-type: none"> <li>Birmingham City Council Road Safety Action Plan</li> <li>Birmingham Road Safety Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Speed Management (Speed Indication Device)</li> <li>East Birmingham Road Safety Project</li> <li>HS2 Road Safety (iRAP Road Safety Foundation)</li> <li>Red Optima (Engineering measures)</li> </ul>		<ul style="list-style-type: none"> <li>Car Free School Streets (Pilot)</li> <li>Road STARS (In school training sessions)</li> </ul>		Capital: £850,000 Revenue: £30,000
Coventry		<p><b>Local safety schemes</b></p> <ul style="list-style-type: none"> <li>Average Speed enforcement schemes, Traffic calming schemes (Longfellow Road, Cheveral Ave/Jubilee Ave/Catesby Rd, Kingfield Road)</li> </ul> <p><b>General traffic management</b></p> <ul style="list-style-type: none"> <li>Pedestrian refuge (Tile Hill Lane),</li> <li>Waiting restrictions,</li> </ul>		<p><b>Vulnerable users</b></p> <ul style="list-style-type: none"> <li>Disabled bays, school time advisory 20s,</li> <li>dropped kerbs, measures to address school gate parking issues.</li> </ul>		Capital: £1.2m

		<ul style="list-style-type: none"> <li>• Other TROs (changes to speed limit, weight limits),</li> <li>• Bollarding schemes,</li> <li>• Mobile VAS schemes,</li> <li>• General measure such as improvements to signage</li> </ul>				
<b>City of Wolverhampton</b>		<ul style="list-style-type: none"> <li>• Twelve Engineering Safety Schemes</li> <li>• Safer routes to school programme</li> </ul>		<ul style="list-style-type: none"> <li>• Bikeability</li> </ul>		Capital: £1,280,000
<b>Dudley</b>		<p><b>Engineering</b> This year's programme includes 6 named local safety schemes plus a speed management programme, which addresses locations where collision rates are low but speed data supports speed reduction measures. These are addressed through vehicle activated speed signs and complementary road markings.</p> <p><b>Safer Routes to School</b> Current programme includes 6 schools (1 secondary / 5 primary) being treated with a Safe School Zone. Each zone includes school zone gateway treatments on each approach to the school, with</p>		<ul style="list-style-type: none"> <li>• Pre-school, school and college education programme</li> <li>• Walk to school – week, month and WOW</li> <li>• Bike-ability Level 1,2, 3 , family, balance, learn to ride (schools and public)</li> <li>• Under 5 sessions and under 5 day</li> <li>• Mode shift stars</li> <li>• Dr Bike</li> <li>• Pedestrian training</li> <li>• Transition training</li> <li>• Pre driver education – including 'drive to arrive' and 'don't</li> </ul>		<p>Engineering Budget Capital: £200,000</p> <p>Safer Routes to School Budget: £200,000</p> <p>Pedestrian Facilities Budget: £80,000</p>

		<p>advisory/mandatory 20 speed limit and additional measures specific to each school.</p> <p><b>Pedestrian Facilities</b> 2 or 3 named pedestrian schemes (installation of new formal crossings or upgrade to existing crossings), prioritised from crossing requests and pedestrian collision data.</p> <p>In addition to the above, there are usually a number of additional schemes / measures implemented through planning conditions / new developments.</p>		<p>hurt the one you love'</p> <ul style="list-style-type: none"> <li>• Older driver sessions 'driving safer for longer'</li> <li>• Independent travel training</li> <li>• HGV awareness</li> <li>• Supporting Junior PCSO programme</li> <li>• School gate parking</li> <li>• Community group sessions and support</li> <li>• School Crossing Patrol service</li> <li>• Driver campaigns (including seatbelts, child car seats, mobile phone use etc)</li> <li>• Be bright, be seen</li> <li>• Cycle promotion</li> <li>• Speed awareness – temporary signs and</li> <li>• campaigns</li> </ul>		
<b>Sandwell</b>		<ul style="list-style-type: none"> <li>• Engineering and Safety Work (10 schemes)</li> <li>• Walking and Cycling Measures (5 schemes)</li> <li>• 70+ community safety improvements</li> </ul>		<ul style="list-style-type: none"> <li>• Educational Packages to 75 schools and colleges</li> </ul>		<p>Capital: £625,000 Revenue: £240,000</p>

		<ul style="list-style-type: none"> <li>• 20mph zones/traffic calming measures</li> <li>• 2 new ped crossing and 2 junction improvements</li> </ul>				
<b>Solihull</b>		<ul style="list-style-type: none"> <li>• School Streets – Car Exclusion Zone – Primary school community</li> </ul>		<ul style="list-style-type: none"> <li>• Bikeability Training – Years 5,6,7,8</li> <li>• Bikeability Plus Training – Years Reception, Years 1, 6, 7 and wider community events</li> <li>• WalkSmart Child Pedestrian Training – Year 1</li> <li>• Scootability – Reception, Year1</li> <li>• Stroll and Roll – Primary school community</li> <li>• Junior Sustainable Travel Officer (incl. Road Safety) – Year 5 and whole school community</li> <li>• Independent Travel Training – SEND Pupils – Secondary, Sixth Form</li> <li>• WoW – Primary school community</li> <li>• Pre – Driver –T.I.E – Sixth Form</li> <li>• On the Move – Transition – Years 6, 7</li> </ul>		<p>Bike-ability Grant: £129,235</p> <p>Remaining Programme: £91,790</p>

				<ul style="list-style-type: none"> <li>• Walking Bus – Primary School Community</li> <li>• Frame academy sessions -Year 8-9 students</li> <li>• ITT NEETS - Youth Enterprise initiative – 15-29yr olds</li> </ul>		
<p><b>Walsall</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 159</p>	<ul style="list-style-type: none"> <li>• Annual Travel Survey</li> </ul>			<ul style="list-style-type: none"> <li>• Bikeability</li> <li>• Pedestrian Education</li> <li>• Speed Awareness</li> <li>• Drive 2 Arrive (Young pre driver event)</li> <li>• Parental engagement &amp; Publicity</li> <li>• Five initiatives promoting active travel</li> <li>• Six initiatives encouraging cycling and scooting</li> </ul>		<p>Road Safety &amp; Active Travel Programme: £502,000</p> <p>Community Health &amp; Safety: £120,000</p> <p>Public Health: £100,000</p>
<p><b>West Midlands Combined Authority</b></p>	<ul style="list-style-type: none"> <li>• Resource provided for response to road safety consultations</li> <li>• Established Regional Road Safety Strategic Group</li> </ul>	<ul style="list-style-type: none"> <li>• eScooter road safety measures</li> </ul>		<ul style="list-style-type: none"> <li>• Road Safety Communications Campaign</li> </ul>		<p>EATF Tranche 1 Road Safety: £25,000</p> <p>eScooters: Commercially sensitive</p>

<b>West Midlands Fire Service</b>	<ul style="list-style-type: none"> <li>Partnership work</li> <li>Multi-Agency Road Safety Operation (MARSO)</li> </ul>	<ul style="list-style-type: none"> <li>Pedestrian crossing NIHR bid (Coventry Uni/WMP/CCC)</li> </ul>	<ul style="list-style-type: none"> <li>Tyre safety check campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Virtual Reality production packages</li> <li>BikerDown</li> <li>Operation Hercules</li> </ul>		Road Safety Expenditure: £104,820+
<b>West Midlands Police</b>	<ul style="list-style-type: none"> <li>Fatal Four Reporting</li> <li>Multi-Agency Road Safety Operation (MARSO)</li> </ul>	<ul style="list-style-type: none"> <li>Close Pass Operations (Cyclist safety)</li> </ul>	<ul style="list-style-type: none"> <li>Uninsured Vehicles &amp; Drivers</li> </ul>	<ul style="list-style-type: none"> <li>Operation Zig Zag (Speed detection)</li> <li>Operation MOTO (Motorcyclist Safety)</li> </ul>		Estimate not available

**Table 1** – Summary of partner activities. \*\*Capital and Revenue spend for 2019 are based on estimates.

## Appendix 2 – Emerging Regional Road Safety Action Plan Commitments

Theme	Commitments	Details	When	Reach	Lead Partners	Monitoring & Evaluation	Funding	Outcomes
Education	1.1 Targeted campaigns for schools, communities and employers.	Working with partners to determine priorities and gaps. Continued sharing of best practice through officers group and finalising the State of the Region.	Continuous throughout Action Plan and starting no later than April 2021.	General population Education Community Businesses	West Midlands Road Safety Group	Reports to Strategic Partnership with evaluation to be confirmed.  Feedback from control groups to determine how the key messages are being received in across the various target groups.	Existing sources and potential new sources identified	Reduction in KSIs evidenced through the annual reports
	1.2 Measures to encourage safe driving and sharing of space.	Utilise funding from e-scooter provider/s to develop resources that can be incorporated into current local authority delivery. Making available support for local authorities who may not have existing capacity.	Started no later than April 2021.	Drivers Disability Groups Pedestrians Cyclists e-scooter users	West Midlands Road Safety Group, with specific initiatives led by West Midlands Police (WMP), West Midlands Fire Service and TfWM	Collection of Close Pass Data from police for wider evaluation  Developing evaluation for brand recognition and impact with TfWM	EATF  Potential new grant opportunities  Existing Funding sources  Funding also required for wider regional campaign to raise awareness around e-	Improved road user behaviour evidenced through fewer collisions involving vulnerable road users, and greater compliance.

							scooters to all road users.	
<b>Enforcement</b>	2.1 Regionwide roll out of average speed enforcement.	Build on the existing trials and roll out for Average Speed Enforcement Cameras.	Over the next three years started no later than April 2022.	Drivers Communities	West Midlands Road Safety Group with specific elements to be delivered by WMP.	Monitoring the number activations across the region, speed reduction and reductions in collisions across the routes where ASEs are deployed.	Capital funding sources to be identified.  Self-funding with any surplus generated re-invested back into regional road safety.	Improved driver evidence through lower speeds resulting in fewer casualties.
	2.2 Measures to encourage enhanced community safety	Establish a process for the management of community concerns around speed. This should include Community Speed Watch and Speed indication Devices (SIDs) in line with RRSS. Data from interventions must be utilised to inform future actions.	Over the next three years but no later than 2021.	Communities across the region Drivers	West Midlands Road Safety Group with specific commitments from WMP and West Midlands Fire Service.	Data from the SIDs and Community Speed Watch to inform programme success and level of compliance.  Reduction in community complaints	Funding sources to be identified	Reduction in community concerns and a reduction in speeds with more equitable speeds of interventions across all communities.
	2.3 Establish a new model of operation for moving traffic offences	Working with the OPCC and local authority stakeholders to establish a new sustainable model for retaining revenues from Moving Vehicle Traffic Offences, further to the enactment of Part 6 of the Traffic Management Act 2004	Started no later than October 2021.	General population	West Midlands Police with support from local authorities and TfWM.	Reinvestment of funds into road safety and reporting on the impact of these funds across the West Midlands.	New sustainable model utilising revenue from Moving Vehicle Traffic Offences.	100% compliance at locations where it is most needed and a long-term continuation of the enforcement model.

<b>Data Management</b>	3.1 Deep dive fatal analysis – vulnerable groups	Comprehensive review of fatal files to better determine causation factors, demographics and additional data for vulnerable groups.	No later than end of June 2021	Vulnerable road users	West Midlands Road Safety Group with lead taken by Transport for West Midlands.	Successful evaluation of fatal file. Data used to inform the interventions targeted for specific groups across the region.	Existing funding sources	Interventions led by deeper analysts and behaviour change demonstrated through fewer fatalities.
	3.2 Annual Progress Report	Progress report identifying any communality in behaviour 'traits' amongst casualty data particularly across the RRSS Target Groups, with a specific focus on any area that may require additional attention.	No later than 31 March 2021	All partners, strategic group and politicians.  Community reached through TfWM Transport Show.	West Midlands Road Safety Group with lead taken by Transport for West Midlands	Annual report published by 31 December each year, showing previous year's data and performance.	Existing sources	Increase buy-in across all stakeholders and evidence to inform future programmes.
	3.3 Additional data sources	Explore additional data sources such as hospital admissions data, insurance companies and roadside data from ADEPT LIVE LAB cameras, to better inform the development of interventions and regional policies. Also lobbying for improvements to STATS 19 data.	No later than April 2022.	General population	West Midlands Road Safety Group with lead taken by Transport for West Midlands and Public Health England (or new body)	Success will be based on the additional new sources adopted and how these are used to inform the evidence for new policies and interventions	Existing funding sources  Potential new grant opportunities	The wider availability of multiple data sources to enhance understanding or critical road safety issues.
<b>Engineering</b>	4.1 Safer roads investment planning measures	Programme aimed at improving our most dangerous roads	By April 2023	All road users and specifically communities living in close	West Midlands Road Safety Group	Moving high risk to lower risk bands through	Funding sources to be identified	Improving the safer roads profile across the region and

				proximity to these roads		Intervention including education and behaviour change measures.		less trauma in our communities through fewer casualties.
	4.2 Road assessment programme on the KRN and MRN	An assessment to determine the risks of danger that each road poses to road users groups	Started no later than September 2021	All road users and specifically communities living close in proximity to these roads	West Midlands Road Safety Group	To establish a data base of high-risk roads and review these on an annual basis	Funding sources to be identified	Improving the safer roads profile across the region and less trauma in our communities through fewer casualties.
	4.3 Area wide programme in collaboration with Highways England	Working with Highways England's Area 9 Team to reduce the risks of casualties at key interfaces with the SRN and KRN	Started no later than September 2022	Drivers  Vulnerable road users	West Midlands Road Safety Group with lead taken by Highways England	Investment secured to address interface issues and fewer casualties at these locations	Potential bid to Highways England's Safety and Congestion Designated Fund	Safer routes connecting our communities to the SRN with few casualties.
<b>Looking to the Future</b>	5.1 Route based approach to identify safety issues on KRN	Develop route-based approaches for the KRN to identify underlying factors to safety issues to inform potential remedial action and allow a more holistic solutions to be developed.	Started no later than April 2022	All road users and specifically those communities that are neighbours to the KRN	West Midlands Road Safety Group with lead taken by Transport for West Midlands	Implementation of a route-based approach and fewer casualties across the KRN where the approach is adopted.	Existing Funding sources  Potential new grant opportunities	
	5.2 In-vehicle and roadside technology measures	Consider the use of in-vehicle and roadside technology to support	Continuous throughout the life of the Action Plan	Government  Motor manufacturers	West Midlands	Embedding the safe systems approach in	Potential new grant opportunities	

		and inform future road safety measures.		Technology companies	Road Safety Group with lead taken by Transport for West Midlands	the adoption of Connected and Autonomous vehicles and new technologies.	Potential Government research and investment	
<b>Other Measures</b>	6.1 Legislative powers to support network management	Strategic Road Safety Partnership to lobby central government for the release of additional powers to support enforcement of moving traffic offences. Further investigation required into the management of such a change in legislative powers. Opportunity to re-invest any surplus funds back into road safety education.	Ongoing and already started.	General population	Strategic Road Safety Partnership  Local politicians and Mayor of the West Midlands	Quarterly progress updates at Strategic group Partnership meetings.	Existing funding sources	Better network management supporting behaviour change across communities and fewer community concerns.
	6.2 National standard for construction traffic and community safety	Implementing a national standard in support safer movements of construction vehicles in the region.	Throughout the life of the Action Plan but started no later than September 2021	Drivers Vulnerable road users  Construction businesses  Communities in vicinity of construction sites	West Midlands Road Safety Group with support for the Strategic Partnership	Adoption of a standard and the number of casualties identified associated with construction traffic	Funding sources to be identified	Better network Less impact on our communities from construction related road casualties.
	6.3 Developing a regional suite of	Suite of resources and a brand that is recognisable as regional	Already started but further work	General population	West Midlands Road		Existing funding sources	

	resources and a road safety brand	road safety initiative, such as 'Be Aware & Share'.	required up to end of March 2021.		Safety Group with lead taken by Transport for West Midlands			
	6.4 Driving for better business	Working with stakeholders to implement a government -backed programme to reduce work related road risk.	Started no later than April 2022.	Private and public sector Employers	West Midlands Road Safety Group with lead taken by Highways England	Adoption of Driving for Better business by a number of employers across the region.	Funding sources to be identified	Improving the behaviour of people who drive for business across the region.
	6.5 Understanding the impacts of Emergency Active Travel Fund measures	Researching the impact of measures introduced to support social distancing during the Covid 19 Pandemic.	Reliant on a successful bid could start in April 2021	Vulnerable road users	West Midlands Road Safety Group with lead taken by Transport for West Midlands.	Evidence assessments of the issues relating to EATF.	Funding sources to be identified	Understanding what has worked and what causes conflict for vulnerable road users.

**APPENDIX 3 – Road Safety Packages for Covid recovery initiatives.**

Cycling	e.-scooters
<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• A package of campaigns, presence on street and enforcement to support pedestrians and cyclists, including sharing space. Delivery led by the West Midlands Road Safety Strategic Partnership and West Midlands Road Safety Group;</li> <li>• One Close Pass campaign in 2020 and one additional campaign in January 2021;</li> <li>• Love Your Bike safety checking (non-railway land) and vehicle safety checking;</li> <li>• Promotion of videos to aid driver training;</li> <li>• Additional capacity for the West Midlands Police unit that leads on Close Pass, Zig Zag and Park Safe for bespoke operations and enforcement;</li> <li>• Additional resources for West Midlands Fire Service road crash reduction team for enhanced pedestrian road safety e.g. weekend activities.</li> <li>• There would be complementary activities e.g. fire crew operational activity, West Midlands Police operations on pedestrian safety and campaigns from Sept 2020-Mar 2021. Dates include National Road Safety Week in Nov 2020.</li> </ul>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• Accurate operational area mapping, denoting where eScooters can and can't enter, be parked, operate at full speed etc. The dynamic accuracy of this geo-fencing has improved three-fold within the first two weeks of operation. As an example, designated pedestrian areas are 5mph limited or indeed completely restricted. A panel on the eScooter tells the rider if an area is restricted alongside the map in the app;</li> <li>• Voi have an active team of ambassadors employed full time on the ground to address concerns of incorrect parking, administer helmets and rider training, enforce riding rules, administer equipment repairs etc;</li> <li>• Voi have also employed active police officers (via overtime payments) to help with local enforcement and education. This includes those riding privately owned (illegal) eScooters;</li> <li>• Voi have introduced number plates to all deployed eScooters, enabling identification should there be an incident;</li> <li>• Voi offer ride discounts for those who provide evidence of helmet use;</li> <li>• Voi offer ride discounts for those who complete their AA affiliated riding school (RidelikeVoi);</li> <li>• As part of the onboarding process each rider is required to photograph their driving license, which is then verified before their first ride can begin. Further reinforcement is planned which will deploy require face recognition technology;</li> <li>• Currently each eScooter is fitted with a front and rear light, bell, front suspension, two mechanical breaks and an electric break. Indicators are due to be launched in January/February;</li> <li>• Voi are currently developing a pavement riding detection capability. Trials of this technology will begin in Oct 20.</li> <li>• A close working relationship with WM Police has been formed. Ongoing discussions about a dedicated fleet of eScooters for the WM Police.</li> <li>• Ongoing dialogue with regional and national stakeholders including (but not restricted to): WM Fire Service, RNIB, Guide Dogs, road safety groups, ROSPA, local business groups;</li> <li>• Voi currently working with several sight groups at a national level in developing new technologies and working practises, e.g. on the design of new docking stations.</li> </ul>

## References

Department for Transport, 2015. *Facts on Pedestrian Casualties*. [Online]

Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/448036/pedestrian-casualties-2013-data.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/448036/pedestrian-casualties-2013-data.pdf)



**West Midlands  
Combined Authority**

## **Strategic Economic Development Board Meeting**

**Thursday 17 December 2020 at 1.00pm**

### **Notes**

#### **Members**

Greater Birmingham & Solihull LEP  
Black Country LEP  
Coventry & Warwickshire LEP  
Cabinet Portfolio - Economy &  
Innovation (City of Wolverhampton)  
Dudley MBC  
Redditch BC  
Solihull MBC  
Warwickshire CC  
WM Universities

Tim Pile (in the Chair)  
Rachel Eade  
Sarah Windrum  
  
Councillor Ian Brookfield  
Councillor Angus Lees  
Councillor Matthew Dormer  
Councillor Ian Courts  
Councillor Izzi Seccombe  
Prof John Latham

#### **Officers in Attendance**

Aerospace Alliance  
Black Country LEP  
Black Country LEP  
City of Wolverhampton  
Coventry & Warwickshire LEP  
Coventry & Warwickshire LEP  
Coventry City Council  
Energy Capital  
Greater Birmingham & Solihull LEP  
Greater Birmingham & Solihull LEP  
West Midlands Combined Authority  
West Midlands Combined Authority

Andrew Mair  
Sarah Middleton  
Prof Delma Dwight  
Laura Collings  
Paula Deas  
Kate Hughes  
Andy Williams  
Matthew Rhodes  
Katie Trout  
Nasreen Chaudhry  
Julia Goldsworthy  
Adam Hawksbee  
Jacqueline Homan  
Annie Kehoe  
Rebecca Riley  
Jonathan Skinner

**Item  
No.**

**144. Apologies for absence**

Apologies for absence were received from Councillors Adrian Andrews, George Duggins, David Humphreys Danny Millard and Ian Ward and from Matthew Hammond and Tom Westley.

**145. Declarations of Interest**

No declarations were made.

**146. Notes of the Strategic Economic Plan Board Meeting held 20<sup>th</sup> October 2020**

Resolved:

That the notes of the meeting held on the 19<sup>th</sup> November 2020 be approved as an accurate record.

**147. SED Board Tracker Log**

Resolved:

That the SED Board Tracker Log be received and noted.

**148. Forward Plan**

The Chair noted the revisions to the Forward Plan and asked officers to ensure the right structure for the January and March meetings to optimise the effectiveness of the Board's input.

Resolved:

1) That the Forward Plan continue to be reviewed and updated to provide for a planned future work programme of the Board.

**Economic & Innovation Portfolio**

**149. Membership**

Katie Trout reminded Members that the September Terme of Reference had agreed an increase in private sector membership on the Board, with a strong steer on diversity of membership in the broadest sense i.e., gender, ethnicity, geographical and sectors. She referenced the proposed new Members detailed below and advised that as well as these sectors, industry representation would attend linked to the sector action plans.

VC Aston or Birmingham Universities	Higher Education
Black Country nomination	Further Education
Professor David Keene	Automotive
Anita Bhalla	Creative Industries
Charles de Rohan	Life Sciences
Karen Shuter	Logistics/Transport Technologies
Michaela Kendall	Low Carbon Technologies and Services
Sat Nijjer	Construction

The Chair advised that in respect of the additional Higher Education Professor Sir David Eastwood at the University of Birmingham.

Councillor Izzi Seccombe noted the omission of the hospitality sector and highlighted the perilous state of the sector at present and commented that she felt sector representation was required, especially given the tiering system at present.

The Chair stated that if the Board approved the membership as referenced then they could look to co-opt a lead from the hospitality sector, whilst the industry worked through this period of tiering.

Julia Goldsworthy advised that the Board had a reach into other groups to include Cultural Leadership and Tourism and the challenges were impacting across the visitor economy. She suggested that an infographic be produced across Board members and constituent Board membership so that the Board could see the gaps and where the need was required to supplement the other reporting Boards, to include the two referenced.

Councillor Ian Courts noted that the Solihull geographical area and whilst he supported the proposal, noted that it was as simple as inviting other sectors to the Board, as there were different perspectives across businesses operating in the same sector.

The Chair noted the comments and posed the question of how would the Board give hospitality the priority it deserved. Katie Trout advised that the EIG had strong representation from the hospitality sector and thus there was work for officers of how to link in the work of the EIG and SED Boards. The Chair noted that the EIG was an information sharing body, whilst the SED Board was developing plans and actions based on evidence and knowledge of the sectors, thus there was a need to develop an action plan for the sector.

Councillor Ian Brookfield noted the issues affecting hospitality but observed that there were other sectors that would not be represented on the Board. Councillor Ian Courts agreed that there were other sectors but stated that none were so effected by the tiering rules at present. The Chair noted that both members were right.

Sarah Windrum welcomed the work undertaken and advised that the private sector representatives on the Board had customers and suppliers so provided a useful “eco-system”, thus had wider experience and knowledge, over and above their specific sectors.

It was agreed to implement the current proposals, although Katie Trout observed that the Life Science proposal would need to be confirmed by written procedure between meetings.

Resolved:

That the SED Board confirm the revised membership and invite all new Members to the meetings from January 2021 onwards.

**150. West Midland CA Covid Economic Monitoring – WM Redi weekly monitor (11 December) and the updated SED Board Economic Dashboard**

Prof Delma Dwight was in attendance to provide an update on the economic monitoring reporting. She advised that the latest furlough and export information would be available later today and circulated post the meeting. She detailed the monitoring report was contained in the agenda highlighted the following statistics:

- The PMI was at 50.5 and the 5<sup>th</sup> highest in the UK.
- The future business activity index had improved, fuelled by the announcement of the vaccine developments and the overall optimism had strengthened to a four-month high in November. Although the prospect of a “no deal” Brexit would have a negative impact.
- The over 16 claimant market was approximately 212,000 across the region, which was the joint highest, alongside Manchester;
- The 16-24-year-old claimant count was approximately 48,000, which was the fourth highest CA region.
- Regional exports fell by nearly £4.6bn (-14.1%) over the year of 2020 Q2 to £27.5bn - the UK decreased by 9.0%. The West Midlands region imports decreased by 18.0% to £31.3bn - leading to a trade deficit of £3.8bn.

The Chair welcomed the business optimism, albeit tempered by the outcome of the Brexit negotiations.

Councillor Matthew Dormer advised that he had been made aware of a number of companies who were looking to furlough their staff over the Christmas period to offset employment costs and asked if the data indicated this. He was advised that the data was not as “real time as that” but that certainly the data could be reviewed in the new year.

Julia Goldsworthy noted that the health impact of Covid was disproportionately affecting BAME communities and women and that these groups would need additional support to ensure they benefited from the recovery. Sarah Windrum advised noted that this was similar to female and BAME led businesses.

The Chair advised that GBSLEP were reviewing what could be done to drive out inequalities especially in difficult to reach communities. He referenced work undertaken in Aston paediatrics regarding health inequalities and observed that there was need to link the leaders of sub sectors with the Integrated Care System (ICS) as you could not separate health and the commercial economy.

Councillor Izzi Seccombe advised that health was her portfolio at the CA and advised that they had undertaken some work regarding the health of the BAME community. She advised that Ed Cox was leading in this areas and Julia Goldsworthy advised that she would pick up with him, with a view to integrate the data with the economic statistics.

The Chair advised that there was a lot of work undertaken by both the ICS and SED Board that were common issues, although he noted that there were some geographical difficulties in that ICS covered the NHS geographies rather than the CA. Councillor Izzi Seccombe noted that C&WLEP fitted with the NHS boundaries and commented that she thought Birmingham did too. The Chair asked officers to report back on how the health data could be layered in with the economic data, so that both could be tackled in tandem.

Resolved:

That the SED Board:

- 1) note the data submitted; and
- 2) request officers to undertake further work on integrating health and economic data with a view to addressing inequalities across the piece, in the region.

## **151. Implications of the Spending Review**

Julia Goldsworthy advised that a briefing had gone around to Leaders and agreed to share the paper and background note. She highlighted key announcement's in the Spending Review to include: -

**Levelling Up Fund** was a £4bn fund jointly held by DfT, MHCLG, BEIS. It would fund infrastructure projects up to the value of £20m with £600m available in 2020/21 and she noted that MPs would have a role in approving projects.

**Future High Streets Fund** – the prospectus was expected to be submitted in the New year.

**UK Shared Prosperity Fund** - UK wide funding amounting to £1.5bn per year on average, matching receipts from EU structural funds and the documents advised that the UKSPF would eventually “at least match current EU receipts”. The exact profile of the UKSPF would not be determined until the next Spending Review, with the Government providing £220m of UK-wide funding to help local areas prepare over 2021/22 for its introduction. A second tranche of funding will be aimed at “people most in need through bespoke employment and skills programmes that are tailored to local need”.

**Local Authorities** – to receive £3bn of additional COVID-19 support and 4.5% spend increase in cash terms.

**Transport Intracity pot** – scheduled to commence next year.

**Housing** -to be announced next year, with the publication of the National Infrastructure Plan.

Julia Goldsworthy advised that there was plenty of coverage for small scale projects and stated that HS2 continued to progress.

Councillor Ian Brookfield advised members that the 4.5% increase for local authorities was not correct, as in part it was procured by local authorities through a 3% addition to Council Tax and stated that the Covi-19 support was 25% less than local authorities had actually spent.

The Chair referenced the changes to the Green Book and the report reference to training for the region. Julia Goldsworthy advised that the CA were in the enviable position in that Rebecca Riley was the Chair of the national user group and thus could feed into the national programme. There was to be “summer schools” organised to train up officers in the new provisions but she advised there was not just a capability issue but also a capacity issue, thus there was a need to develop the training the programme.

The Chair asked for a “one pager” to the January SED Board and to highlight how training could be delivered during the winter months rather than the summer.

Councillor Angus Lees advised that the Black Country was different in relation to demographics and advised that he had attended a scrutiny review meeting where the point had come up about education, energy and the economy. He highlighted that Dudley College provided gaming technology. In respect of the children, the Black Country had the highest level of children who were not school ready. Whilst he observed that the CA Board were considering the Dudley Bus Interchange, he stated that the CA needed to change the way it allocated to the three LEP areas.

Rebecca Riley stated that whilst the Green Book had been updated, the support documentation had not been prepared yet thus the immediate issue was to bring all up to speed with the strategic issue. The Chair noted the comments and stated that he would be guided by officers but advised that he was keen that the officers in the region were ready when the funding came through.

Councillor Ian Courts referenced the geographies and stated that the CA had come together as a functional economic geography and that residents lived and worked across the region especially central Birmingham office-based staff.

Councillor Angus Lees advised that in Dudley borough 85% of resident lived and worked in the area, which was different to the Birmingham demographic. He advised that across all 4 local authorities in the Black Country, the politicians were unhappy with the funding and bidding process through the CA.

The Chair acknowledged the points raised and observed that LEPs did provide geographies that could provide key building blocks for submissions and the type of projects that would meet the Leveling Up infrastructure projects of £20m. Kate Trout noted that Levelling Up was on the agenda as a separate item and advised that LEPs brought together local authorities, academia and the private sector and already ready had pipelines of strong regional propositions which had economic and environmental impacts. Whilst the content of the forthcoming prospectus was not certain, LEPs were best placed to help in preparation.

Councillor Ian Brookfield stated that it was an important point that currently we do not know the contents of the prospectus or the final role of MPs. In regard to the mechanisms, he commented that joint submissions maybe difficult and that local organisations, such as Towns Boards should be viewed as an opportunity separate to the GBF fund. He welcomed the views being expressed.

Sarah Middleton highlighted the track record of LEPs in delivery and noted that it was important to have the strategic view from the CA, noted that the LEP geographies had been established for a reason as they were important to their local enterprises.

The Chair acknowledged that there were both macros and micro points being made and the key was to work collaboratively in order to identify gaps and overlaps. Sarah Middleton agreed that there was a need to use all organisations in the best possible way, to include the “family” of LEPs.

The Chair concluded that it was a good to have a consensus as a starter but observed that it was key to see the prospectus and it was noted that the aim was for the release in January, with £600m to allocate on a competitive process.

Resolved:

That the SED Board: -

- 1) note the progress that has been made to establish the implications of the Spending Review, Levelling Up Fund and Green Book changes.
- 2) note the comments as to how the WMCA can support the Board and partners, to include LEPs and local authorities, to maximise the investment opportunities available in the West Midlands and adapt to the Green Book changes.

## **152. 10 Point Plan Green Recovery**

Katie Trout advised that there had been a collaborative effort with Matthew Rhodes, Jonathan Skinner, Jacqueline Homer and Katie Hughes to review and draw out the implications of the Government's 10-point plan and in order to take the work forward the following actions had been identified: -

### **Short Term**

- Publish the WM2041 Five-year action plan which would provide a strong steer on the economic challenges facing the region.
- Bring the COVID '12 Months on' action plan to the January SED Board, which would provide an analysis of the progress, latest position and future priorities against the 10 economic recovery outcomes that were published by the Mayor, Leaders and LEP Chairs in May. Notably 'Step up Green Growth Plans' was one of the 10 recovery outcomes. Where it was relevant to the 10 outcomes, project leads are drawing out the environmental impacts of Recharge proposals.
- Make the case to Government that the plan was regionally-inequitable and needed rebalancing and develop clear, evidence-based proposals to make it easy to rebalance government investment e.g., for the Gigafactory and Repowering the Black Country.

### **Medium - Long Term**

- LEPs would continue to develop and apply sector action plans in light of the 10 Point Plan for a Green Industrial Revolution.
- Draw on the megatrend analysis for the refresh of the region's economic strategy and ensure that our approach drives forward the WM2041 five-year plans.
- Consider the role, viability and desirability of much less energy intense sectors within our local industrial strategy (e.g., data/smart cities; life sciences?)

- Continue to seek devolved powers and funding to allow efficient local delivery and tailoring of policies to create markets for building technologies, zero-carbon mobility, and appropriate and smart local energy infrastructure.

With both COP26 and an anticipated refresh of the national Industrial Strategy planned for 2021, the Government's appetite and attention on the agenda was likely to increase over the coming months. The West Midlands was well placed to take advantage of any opportunities this brings.

Matthew Rhodes stated that there was potential for industrial investment in the West Midlands, with a rationale to put energy intensive businesses in the WM at the centre. However, he commented that he felt the Government had missed the WM out in respect of the Gigafactory and Repowering the Black Country proposals.

Councillor Ian Courts welcomed the 10-point plan as a statement of ambition. In respect of the energy scene, he stated that it was currently dominated by foreign companies i.e., Chinese, US and German and that the whole 10-point plan needed integrating into the business eco-system. He stated that, coupled with Brexit, it was a joint product and there was need to make local, buy local etc.

Councillor Ian Brookfield there were opportunities in the plan and a couple of initiatives that the region could commence to include the retrofit of homes and battery technology. He advised that the conurbation was made of SMEs who were energy dependent who could not off-set their energy usage.

The Chair noted that retrofit agenda and support to bring SME's along would provide employment opportunities for young people.

Councillor Angus Lees noted the heavy manufacturing base in the WM and stated that interventions would need to be done at scale.

Matthew Rhodes advised that it was clear if nothing was done then it would become uneconomic to operate an energy intensive business over the next 10-20 years. The forthcoming energy white paper was moving costs from variable to fixed and the questions would be who paid i.e., the domestic or business consumer. He stated that the Government had advised that they would commence the conversation in April and advised that it was important that the region participated. In respect of local authorities, they had a big role for a greater degree of control in relation to retrofit and fit and fuel poverty. In relation to the WM energy demand there was a big need to regenerate, and an opportunity to build, the energy market.

Katie Hughes referenced the region's automotive sector and the Government bringing forward the ban on petrol and diesel vehicles from 2035 was bringing challenges and impact on OEMs. She advised that it took 5 to 6 years to bring a new vehicle to the market and the implications for the white paper would be the need for a four-fold increase in energy, the costs of which impacted on supply chain resilience. Thus, SMEs in the supply chain would need to support. She advised that the Gigafactory would be key as electric vehicles would require battery production at scale. Katie Hughes provided a detailed overview of the requirements for the sector to include support competing countries were providing to the sector, potential tariffs arising from a "No Deal" Brexit, reductions in demand and consumer barriers to purchasing electric vehicles; and highlighted the work of the Electrification Taskforce.

The Chair noted that energy was key to all discussions around a green recovery and the ten-point plan

Resolved:

That the SED Board: -

- 1) Noted the issues raised in this report on the implications of the Government's Ten Point Plan for a Green Industrial Revolution;
- 2) Noted the actions proposed in paragraph 3.5; and
- 3) Received the update on the impact on the automotive sector.

### **153. Responding to the Levelling Up Fund**

It was noted that this item had been discussed under the spending review update.

Resolved:

That the SED Board note the discussion had taken place under Minute No. 151, "Implications of the Spending Review".

### **154. Sector Plans – Aerospace**

Andrew Mair provided an overview Midlands Aerospace Alliance (MAA) and the aerospace sector in the regional economy.

He advised that whilst the UK was an important player, global competition was fierce and stated that Governments all over the world wanted a piece of the aerospace industry (Russia, China, Korea, Japan). Thus, it was long term battle to build or risk losing the aerospace industry. In respect of the Covid-19 crisis, it was such a disruptive force on the aerospace industry that it could be a turning point for the UK and the West Midlands, as global competitors sought to gain an advantage.

Overall, the Midlands accounted for about ¼ of UK aerospace industry, which was 1.5% of total global aerospace industry. For the region this represented £9bn revenue, equating to about 45,000 direct jobs or 1% of region's employment and for the West Midlands there were about 20,000 jobs.

□

For the Sector Plan, the “greening” of aircraft and aviation was an imperative innovation for civil aerospace, as currently it was responsible for 2% CO2 global emissions. Greener aircraft/aviation had been on the agenda for many years, which would require substantial investment in technology requiring all tiers supply chain, to include electrification, additive manufacturing, composite materials to reduce aircraft weight, hotter engines to improve fuel consumption and sustainable fuels.

In respect of Jet Zero and the Ten Point plan, the objectives were to provide ministerial and senior industry leadership on efforts to deliver UK capabilities for net zero aviation; identify and optimise the strategic, economic and international benefits of developing these industries in the UK, and overcome the barriers industry face in achieving these goals; accelerate the design, manufacture, testing, certification, infrastructure and commercial operation of zero emission aircraft and aviation systems in the UK through sustained investment in applied research and development (R&D) and fostering greater collaboration across sectors; accelerate the delivery of SAF by supporting the investment in first-of a-kind SAF plants, supporting research and development of new pathways and driving down production costs through upscaling and innovation; support grassroots innovation in these areas and make the UK the best place in the world to develop new aviation technology; and challenge existing approaches by involving disruptors and innovators in the dialogue. All these objectives were directly relevant to Midlands aerospace cluster.

For the region he advised that there was a partnership between MAA and Institute for Aerospace Technology, University of Nottingham. ERDF, which provided an opportunity to transfer technology from a globally significant aerospace university to Midlands aerospace supply chains, plus develop bottom-up innovations with guidance from experts at Collins, Meggitt, Moog. Rolls-Royce, Airbus, Boeing.

He highlighted the short-term and long-term impacts on the future for jobs, and advised where government could best lead initiatives, to include: -

- **Redeployment** Preserve the skills and capabilities of the sector by helping find alternate employment.
- **Keep Apprenticeships Open** National funding and local support is required for the future skills base.
- **Cashflow Support Fund** Organise finance that would be repayable based on business performance.
- **Responsible Sourcing** Companies receiving UK government aid should source in the UK where the capability exists.
- **Unleash Bottom-Up Innovation** Enable supply chain companies to find and create new markets.

- **Systematic Cross-Industry Technology Development** Create and resource demand-led innovation to pull technology from one sector to another.
- **Invest In R&D at Scale to Make Aerospace Truly Sustainable** Foster real, authentic participation by smaller supply chain companies.

In respect of the Sector Plan, he highlighted the following three areas: -

### **Market pull**

- Flying: Getting people flying again
- Do everything we can to encourage a return to flying
- Testing before and after flights
- Travel corridors to e.g., New York
- Effective national track and trace
- Low-interest loans to airlines --as in most countries --so they can buy the aircraft they have ordered

### **People**

- “Skills Recharge” - Help companies retain and grow skills and capabilities for the upturn and the long-term.
- Learn from good practice on short-time working in France and Germany.
- Support small manufacturers directly to retain e.g., 25% of their workforce like this: 2x people working ½ hours, Government support, JRS/ furlough-like, for the additional hours
- Significant training and retraining effort focused on innovation management and R&D skills, new --green technology --skills around electrification, additive manufacturing, Industry 4.0/digitalization
- Similar provisions could be adopted in other sectors

### **Finance**

- Cashflow Support Fund Organise finance that is repayable based on business performance.
- Aerospace supply chain recovery and growth financing
- Equity, asset-based, inherently limited
- Must be for all tiers not just the big aerospace companies
- Working capital, inventory, cash for growth, these are the key issues for suppliers
- Most valuable: repayable re-launch aid, “student-loan”-like (CityUK) based on market recovery
- May be necessary from summer 2021 on, but not yet.

The Chair advised that Members could pick off-line with Andrew Mair and advised that the Board should support the key asks to Government. Sarah Middleton welcomed the recommendation to support the key asks and asked that the Board should support the continued development of these.

Resolved:

- 1) That the SED Board receive and note the update on the Sector Plan for Aerospace; and
- 2) That the SED Board support the development of the key asks to Government in respect of Market Pull, People and Finance.

**155. Digital Roadmap (SED Board to comment on the draft WMCA Board report)**

The Chair observed that a number of Members had left the Teams call and thus the meeting was in quorate. It was noted that the Chair, Sarah Windrum and Councillors Ian Brookfield and Angus Lees remained in the meeting.

The Chair advised that the report on the Digital Roadmap was for members to comment prior to its submission to the CA Board meeting on 15 January 2021 and asked Members to forward any comments direct to Adam Hawksbee.

Recommended:

That the SED Board Members inform officers direct of any comments they had in relation to the Digital Road map.

**156. Cultural Update Paper (SED Board to comment on the draft WMCA Board report)**

As per Minute 155. Digital Roadmap, the Chair advised that the report on the Cultural Update Paper was for members to comment prior to its submission to the CA Board meeting on 15<sup>th</sup> January 2021 and asked Members to forward any comments direct to Adam Hawksbee.

Recommended:

That the SED Board Members inform officers direct of any comments they had in relation to the Digital Road map.

**157. Freeports**

The Chair stated that given some Members had had to leave the meeting and given the short timescale in which to respond there was a need to give this due consideration with key Leaders involved, He asked officers to convene a special session of the SED Board prior to the festive break for the Freeports item.

Resolved:

That officers schedule a further meeting in advance of the festive break.

**158. Date of Next Meeting**

Resolved:

That the SED Board note that the next meeting would be held 20<sup>th</sup> January 2021.

The meeting closed at 1.25pm

Chair



## West Midlands Combined Authority

### Investment Board

Monday 11 January 2021 at 10.00 am

### Minutes

#### Present

Councillor Bob Sleight (Chair)  
Nick Abell

Councillor Mike Bird  
Paul Brown

Councillor Tristan Chatfield  
Councillor Steve Clark  
Councillor Karen Grinsell  
Councillor Tony Jefferson  
Councillor Jim O'Boyle  
Councillor Stephen Simkins  
Sue Summers  
Gary Taylor

Portfolio Lead for Finance & Investments  
Coventry & Warwickshire Local  
Enterprise Partnership  
Walsall Metropolitan Borough Council  
Black Country Local Enterprise  
Partnership  
Birmingham City Council  
Dudley Metropolitan Borough Council  
Solihull Metropolitan Borough Council  
Non-Constituent Authorities  
Coventry City Council  
City of Wolverhampton Council  
West Midlands Development Capital  
Greater Birmingham & Solihull Local  
Enterprise Partnership

#### In Attendance

Simon Dancer  
Sarah Middleton

Paula Deas

Donna Pickersgill  
Hakan Bikim  
Terry Herbert  
Inderjit Kaur  
Colin Knight  
Jo Shore  
Jim Cunningham  
Simon Clifford  
Gareth Bradford  
Carl Craney  
Linda Horne  
Stephen Manners  
Ian Martin  
Carl Pearson  
Nick Oakley

Amion  
Black Country Local Enterprise  
Partnership  
Coventry and Warwickshire Local  
Enterprise Partnership  
City of Wolverhampton Council  
Coventry City Council  
Dudley Metropolitan Borough Council  
Network Rail  
West Midlands Combined Authority  
West Midlands Development Capital

- | <b>Item No.</b> | <b>Title</b>  |
|-----------------|---|
| <b>131.</b>     | <p><b>Chair's Opening Remarks</b></p> <p>The Chair thanked Members and Officers for joining this virtual meeting of the Investment Board. He asked that any Member wishing to speak on any item should use the appropriate icon on the tool bar or indicate their wish in the 'chat' box which would be monitored throughout the meeting. Following the consideration of each item the recommendations contained within the respective report or those made during consideration of the item would assume to be supported unless members made it clear that they dissented.</p>     |
| <b>132.</b>     | <p><b>Apologies for Absence (if any)</b></p> <p>An apology for absence had been received from Councillor Wasim Ali (Sandwell Metropolitan Borough Council).</p> <p>Apologies for absence had also been received from Richard Lawrence (City of Wolverhampton Council), Richard Moon and Andy Williams (Coventry City Council) and Matthew Hammond and Roger Mendonca (west Midlands Growth Company).</p>  |
| <b>133.</b>     | <p><b>Notification of Substitutes (if any)</b></p> <p>Donna Pickersgill had been nominated as a substitute for Richard Lawrence (City of Wolverhampton Council).</p>  |
| <b>134.</b>     | <p><b>Declarations of Interests (if any)</b></p> <p>The Chair, Councillor Bob Sleigh, declared a non-pecuniary interest in any matters relating to the Urban Growth Company as he was a Director of that company.</p> <p>Councillor Stephen Simkins declared a non-pecuniary interest in any matters relating to Pipe Hall, Bilston as the local Councillor for the area.</p> <p>Nick Abell declared a non-pecuniary interest in Agenda Item No. 11 (Coventry Station Master Plan – Change Request) as the Chair of the Coventry and Warwickshire Local Enterprise Partnership.</p> |
| <b>135.</b>     | <p><b>Minutes of last meeting</b></p> <p>Resolved:</p> <p style="padding-left: 40px;">That the minutes of the meeting held on 14 December 2020 be confirmed as a correct record and signed by the Chair.</p>  |
| <b>136.</b>     | <p><b>Investment Programme Dashboard</b></p> <p>Ian Martin explained that given the Christmas break it had not been possible to co-ordinate the details of the current position with the Investment Programme and presented the Dashboard for December 2020 indicating spend to date as at 30 October 2020. He drew to the attention of the Board the current position with the following schemes which were 'Red' rated on the Dashboard:</p>  |

- HS2 Hybrid Act Change (HS2 Parallel Designs) – Change request submitted on 19 November 2020 for Statutory Officer approval to move completion date to December 2022;
- UKC – Strategy, Utilities, Land Value, Car Parking – Change request submitted on 19 November 2020 for Statutory Officer approval to move completion date to December 2021;
- Coventry City Centre South – Planning application submitted, discussions on-going regarding submission of update report;
- Metro Wolverhampton Interchange – Change request to be submitted for approval to move completion date to March 2021;
- Land Remediation (Black Country Consortium) [LPIF] – change request regarding this project passing through the WMCA’s approval process in order to change the completion date to March 2025.

Councillor Tristan Chatfield asked that, in future, the comments include any financial implications of the ‘Red’ rating. Ian Martin undertook to arrange for such comments to be included in future iterations of the Dashboard.

Resolved:

1. That the Dashboard be received and noted;
2. That future iterations of the Dashboard include comments on the financial implications, if any, of a scheme allocated a ‘Red’ rating.

**137. WMCA Collective Investment Fund (CIF) - Dashboard**

Nick Oakley presented the Collective Investment Fund (CIF) Dashboard (public iteration) as at 1 December 2020.

Resolved:

That the Dashboard be received and noted.

**138. WMCA Brownfield Land and Property Investment Fund (BLPDF) - Dashboard**

Nick Oakley presented the Brownfield Land and Property Development Fund (BLPDF) Dashboard (public iteration) as at 1 December 2020.

Resolved:

That the Dashboard be received and noted.

**139. WMCA Revolving Investment Fund (RIF) - Dashboard**

Nick Oakley presented the Revolving Investment Fund (RIF) Dashboard (public iteration) as at 1 December 2020.

Resolved:

That the Dashboard be received and noted.

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

Resolved:

That in accordance with Section 100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any particular person (including the authority holding that information).

#### **141. Portersfield Regeneration Project, Dudley**

Gareth Bradford introduced the report on this matter and offered his thanks to Dudley MBC and its Officers for the efforts involved in preparing the report for consideration at this meeting. He reminded the Board that the WMCA had been involved previously in this project through funding the demolition of Cavendish House and also that Dudley Town Centre was one of the pilot schemes for the WMCA Town Centre Fund bids. He explained that the report under consideration sought an allocation from the WMCA's devolved housing and land funds to deliver essential highways infrastructure which would unlock the Portersfield redevelopment site in Dudley and that Dudley MBC would be underwriting the grant against housing delivery. He advised that this was a priority scheme both for Dudley MBC and the WMCA and provided a good strategic fit for the aims of both authorities. The average cost of each unit was slightly higher than the average across the programme but overall the average cost per unit was still below that specified by the Government's criteria for the Fund.

The Board received a PowerPoint presentation from Simon Dancer which highlighted the importance of the scheme in the regeneration of Dudley Town Centre. He reported that the bid to Government for funding from the High Street Fund had been approved in December 2020 and that the application for funding from the Town Centre Fund was still being considered. He outlined the proposed arrangements for securing the delivery of the scheme.

Gareth Bradford, Ian Martin and Simon Dancer responded to various questions from the Board.

Resolved:

That subject to:

- a) DMBC being liable to repay the grant if housing was not delivered by the agreed long-stop date of 2024 (DMBC continuing with development partner) or 2030 (if a new partner was required);
- b) The completion of a Funding Agreement including a detailed spend and delivery programme to the approval of the WMCA Director of Housing and Regeneration;

- c) The inclusion of appropriate clawback and overage clauses within the Funding Agreement in line with Chapter 11 of the Single Commissioning Framework; and
- d) The completion of a Legal Report to the satisfaction of the WMCA Director of Housing and Regeneration and the WMCA Director of Governance:
  - 1. That the grant from the WMCA's devolved housing and land funds to deliver essential highways infrastructure which would unlock the Portersfield Regeneration Project in Dudley Town Centre be ratified. (This strategically important regional development site would deliver at least 451 homes, including 200 student rooms using Homes England methodology of four student rooms equalling one residential unit [20% affordable] plus associated retail and leisure uses;
  - 2. That it be noted that the report had been co-developed with Officers from Dudley Metropolitan Borough Council (DMBC), the Project Promoter and Local Planning Authority;
  - 3. That it be noted that the funding was fully compliant with the WMCA Single Commissioning Framework approved by this Board, the Housing and Land Delivery Board and the WMCA Board in 2019 and which had been operational from 1 April 2019;
  - 4. That it be noted that this project had gone through the key decision making and appraisal stages of the WMCA Single Commissioning Framework on its journey to this Board;
  - 5. That it be noted that this funding is fully compliant with the requirements set by central government for devolved housing and land funds administered by the WMCA.

**142. Coventry Station Masterplan - Change Request**

Colin Knight presented a report which outlined a change request seeking reallocation of funding approved previously by the WMCA for the bay platform element of the scheme to be diverted to fund the wider Coventry Station Master Plan programme. The change to funding would enable delivery of the rest of the project within the existing funding envelope. He gave a PowerPoint presentation which outlined the scheme.

Simon Clifford advised that GRIP Stage 3 (Options Selections stage) had been recommenced to identify alternative for the delivery of the bay platform element and on positive discussions with the Department for Transport (DfT) in relation to the provision of funding for this part of the scheme from the Enhancement Fund subject to the submission and approval of an appropriate Business Case.

Councillor Tony Jefferson advised on the importance of the bay platform element of the scheme from the perspective of Nuneaton and Bedworth Borough Council and noted the information now provided on the likelihood of this being funded by the DfT.

Colin Knight and Simon Clifford responded to various questions posed by the Board.

Resolved:

That the reallocation of WMCA funding to enable progression of the wider Coventry Station Master Plan Programme be approved, with no further funding being sought towards the Bay Platform element of the scheme. The condition imposed being that Coventry City Council remain accountable for the delivery of all outputs for the project as agreed originally, noting the new date of completion of the Bay Platform element, which is being delayed until March 2023.

**143. Coventry City of Culture Public Realm Project Review and Update - Presentation**

The Board received a PowerPoint presentation from Jo Shore which provided a review and update on the Coventry City of Culture Public Realm project together with details of key learning points.

In response to a question from Councillor Karen Grinsell, Jo Shore confirmed that the plans had been revised to accommodate social distancing requirements.

Resolved:

That the presentation be received and noted.

**144. WMCA Collective Investment Fund (CIF) - Dashboard**

Resolved:

That the Dashboard be received and noted.

**145. WMCA Brownfield Land and Property Development Fund (BLPDF) - Dashboard**

Resolved:

That the Dashboard be received and noted.

**146. WMCA Revolving Investment Fund (RIF) - Dashboard**

Resolved:

That the Dashboard be received and noted.

**147. Land and Property Investment Fund (LPIF)**

Resolved:

That the Dashboard be received and noted.

The meeting ended at 11.33 am.

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**West Midlands  
Combined Authority**

## **Transport Delivery Committee**

**Monday 11 January 2021 at 1.00 pm**

### **Minutes**

#### **Present**

Councillor Kath Hartley (Chair)	Birmingham City Council
Councillor Richard Worrall (Vice-Chair)	Walsall Metropolitan Borough Council
Councillor Timothy Huxtable (Vice-Chair)	Birmingham City Council
Councillor Pervez Akhtar	Coventry City Council
Councillor Robert Alden	Birmingham City Council
Councillor Adrian Andrew	Walsall Metropolitan Borough Council
Councillor Linda Bigham	Coventry City Council
Councillor Mary Locke	Birmingham City Council
Councillor Diana Holl-Allen	Solihull Metropolitan Borough Council
Councillor Les Jones	Dudley Metropolitan Borough Council
Councillor Chaman Lal	Birmingham City Council
Councillor Roger Lawrence	City of Wolverhampton Council
Councillor Ted Richards	Solihull Metropolitan Borough Council
Councillor Alan Taylor	Dudley Metropolitan Borough Council

#### **67. Chair's Remarks**

##### **(i) Coventry All-Electric Bus City Project**

The Chair reported that she was very pleased to hear that TfWM had been awarded £50m for Coventry All-Electric Bus City project as part of the Department for Transport's pilot to test the impact on air pollution. The Managing Director TfWM, Laura Shoaf added that she expected to submit the full business case for the project to the WMCA Board in March.

##### **(ii) Managing Director of Midland Metro Limited**

The Chair advised the committee that Steve McAleavy, formerly the Customer Experience Director, has recently been appointed the Managing Director of Midland Metro Limited.

##### **(iii) Members Enquiries**

The Chair reminded members of the committee to use the dedicated email address for Customer Relations for any enquiries they have regarding public transport and also took the opportunity to thank key transport workers for keeping the network running.

**68. Minutes of the meetings held on 9 November and 14 December**  
The minutes of the meetings held on 9 November and 14 December 2020 were agreed as a true record.

**69. Action Tracker**  
The action tracker was noted.

**70. Matters Arising**  
*Minute no. 60 Questions (9 November 2020)*

Further to the submission of the railcard question by Councillor Richard Worrall and the subsequent response from the Rail Minister confirming that refunds would not be issued to the holders of senior, disabled and young person's rail cards, Councillor Lal enquired whether TfWM could write to the minister with responsibility for consumer rights on the matter.

The Chair also enquired as to whether the Urban Transport Group (UTG) are taking any action with regards to compensation for railcard holders.

The Managing Director TfWM, Laura Shoaf undertook to take the matter forward on behalf of the committee with the minister responsible for consumer rights and with UTG.

**71. Correspondence/ Petitions**  
None received.

**72. Financial Monitoring Report**  
The committee considered a report of the Finance Director that set out the financial position up to the end of November 2020.

Councillor Pervez Akhtar, Lead Member for Finance and Performance, outlined key areas within the report.

In relation to concerns expressed by Councillor Huxtable regarding sites being considered outside of Walsall for the A34 Sprint Park and Ride site, the Director of Development and Delivery, Sandeep Shingadia reported that discussions were ongoing with Sandwell and Walsall officers on the matter and advised the agreed site location would need to fit with the overall park and ride strategy and also take trips off the M6 (within the vicinity of junction 7). The Director of Development and Delivery added that he could provide a separate briefing on the matter for a future meeting.

Resolved:

1. That the year to date net revenue expenditure to the end of November 2020 shows a favourable variance of £1.165m compared to budget be noted and

2. That the total capital expenditure to the end of November 2020 for the overall transport programme was £91.8m, which was £74.5m below the year to date budget of £166.3m and the capital forecast was reduced in September 2020 to £216.4m, which is £65.1m below the annual budget of £281.5m be noted.

**73. Capital Programme Delivery Monitoring Report**

The committee considered a report of the Director of Development and Delivery that provided a progress monitoring update on the approved 2020/21 capital programmes and projects.

Councillor Pervez Akhtar, Lead Member for Finance and Performance outlined the key highlights of the report including progress made, achievements and variations to the baseline programme.

In relation to concerns expressed by Councillor Huxtable regarding the tight timescales for delivering capital projects for the Commonwealth Games in 2022, the Director of Development and Delivery reported that a great of monitoring of the projects is undertaken by the Capital Projects Board, by TfWM officers and the rail programme team as well as independent reviews undertaken by the WMCA's assurance team and contingency was also built into projects.

Resolved:

1. That the achievements since the November meeting of the Transport Delivery Committee be noted;
2. That progress of deliverables and the outturn of the 2020/21 Capital Programme be noted and
3. That the variations from the baseline programme as referred to in paragraph 4 of the report be noted.

**74. Freight & Logistics in the West Midlands -Information Briefing**

The committee considered a briefing note from the Transport Strategy and Place Manager that provided an update on freight and logistic matters in the West Midlands.

The Transport Strategy and Place Manager, David Harris highlighted key areas within the report. This included the context for road, rail, air and urban freight and the strategic challenges for freight and logistics in the West Midlands notably Brexit, the Covid-19 pandemic and also addressing road safety, tackling air quality and the climate emergency.

The committee considered the potential for increasing rail freight and enquired as to the possibility of utilising disused rail lines especially for big manufacturers like Cadbury and also noted the environmental benefits of moving freight from road to rail.

The Transport Strategy and Place Manager reported that HS2 should free up some capacity for rail freight and he would liaise with West Rail Executive (WMRE) on the matter although 'buy-in' would be needed from Network Rail and rail operators as rail lines were prioritised for passengers. He added that he would explore the matter in more detail and report back to the committee in due course.

The Chair thanked David Harris for an informative report.

Resolved: That the update on freight and logistic matters in the West Midlands be noted.

**75. Safer Travel and Emergency Planning Update**

The committee considered a report of the Head of Safety, Security and Emergency Planning that provided an update on the operations and performance of the Safer Travel Partnership, their recent work and crime data for the 3 public transport modes.

The Lead Member for Safe and Sustainable Travel, Councillor Holl-Allen introduced the report.

The Head of Safety, Security and Emergency Planning, Mark Babington outlined key areas within the report and provided an update on the Bus Byelaws, emergency planning work and on the recruitment and training of Transport Safety Officers.

Resolved:

1. That the details in the report be noted;
2. That the overall current crime trends in paragraphs 3.1- 3.3 of the report be noted;
3. That the crime analysis within section 4 of the report be noted and
4. That the latest work by the emergency planning team be noted.

**76. Putting Passengers First Lead Member Reference Group Annual Report**

The committee considered the annual report of the Putting Passengers First Lead Member Reference Group that reported on the work of the group over the twelve months from January to December 2020.

The Chair and Lead Member for Putting Passengers First introduced the report and conveyed her thanks to TfWM Officers for their support and input into meetings that have covered an extensive range of subjects ranging from bus matters to Sprint shelter design and Metro operations.

Resolved: That the report be noted.

**77. Presentation: Travel Survey Update**

The committee received a presentation from the Human Intelligence Manager on the latest Covid-19 travel survey. The committee had also received details of the key findings of a travel survey undertaken during the second lockdown along with information relating to travel intentions and the return to public transport.

The Human Intelligence Manager, Sarah Bayliss reported on the findings from the most recent Covid-19 travel survey, the 'Travel Trends and Behaviour Study (TTABS) that was mainly undertaken by telephone during December which focused on travel trends, behaviour and satisfaction with journeys undertaken.

The survey indicated that public transport had been significantly impacted with travel suppressed, changes to working patterns and shopping habits (more local trips) and an increase in car journeys.

Sarah Bayliss reported that the new TTABS survey was flexible and cost effective and further surveys would be undertaken during January to March with the findings reported to the committee in due course.

The Chair thanked Sarah Bayliss for her insightful presentation.

Resolved: That the presentation be noted.

**78. Notices of Motion**

None submitted.

**79. Questions**

None submitted.

**80. Forward Plan**

The committee a report on the agenda items to be submitted to a future meeting.

Resolved: That the report be noted.

**81. Date of Next Meeting - 8 February 2021**

**82. Exclusion of the Press and Public**

Resolved: That in accordance with Section 100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any particular person (including the authority holding that information).

**83. WMCA Board Transport Reports (For Information Only)**

The transport reports that would be considered by the WMCA Board at its meeting on 15 January were submitted for information.

In relation to the New Stations - Package 2 report and request from Councillor Huxtable for further information on running the Camp Hill line to Longbridge and the turnback facility as proposed by the MP for Northfield, the Managing Director TfWM undertook for a briefing to be given to the Rail Lead Members Group on the matter.

Resolved: That the reports be noted.

The meeting ended at 3.00 pm.



## West Midlands Combined Authority

### Overview & Scrutiny Committee

Monday 11 January 2021 at 2.00 pm

#### Minutes

##### Present

Councillor Lisa Trickett (Chair)  
Councillor Ahmad Bostan  
Paul Brown

Councillor Peter Fowler  
Councillor Robert Grinsell  
Councillor Angus Lees  
Councillor Lucy Seymour-Smith  
Councillor Stephen Simkins  
Sarah Windrum

Birmingham City Council  
Sandwell Metropolitan Borough Council  
Black Country Local Enterprise  
Partnership  
Birmingham City Council  
Joint Coventry/Solihull Representative  
Dudley Metropolitan Borough Council  
Birmingham City Council  
Association of Black Country Authorities  
Coventry & Warwickshire Local  
Enterprise Partnership

##### In Attendance

Mubasshir Ajaz  
Gareth Bradford  
Deborah Cadman  
Ed Cox  
Dan Essex  
Linda Horne  
Tim Martin  
Aisha Masood  
Lyndsey Roberts

West Midlands Combined Authority  
Young Combined Authority  
West Midlands Combined Authority

##### Item Title No.

##### 93. Inquorate Meeting

The meeting was inquorate and therefore decisions taken at the meeting would be submitted to the WMCA Board on 12 February 2021 for formal approval.

##### 94. Apologies for Absence

Apologies for absence were received from Councillor Cathy Bayton (Association of Black Country Authorities), Councillor Naeem Akhtar (Coventry City Council), Councillor Chris Cade (Warwickshire Non-Constituent Authorities), Councillor Dean Carroll (Shropshire Non-Constituent Local Authorities), Councillor Suky Samra (Walsall Metropolitan Borough Council) and Councillor Diane Todd (Staffordshire Non-Constituent Local Authorities).

**95. Declarations of Interests**

Councillor Stephen Simkins declared that he was the City of Wolverhampton Council's Cabinet Member for City Economy.

**96. Minutes**

The minutes of the meetings held on 2 November 2020, 23 November 2020 and 11 December 2020 were agreed as a correct record.

**97. Matters Arising**

The committee expressed their disappointment in not being able to achieve the level of quoracy for the majority of committees taken place this municipal year. The Chair requested that the Monitoring Officer, Scrutiny Officer and Governance Services Manager report back at the next meeting any new potential mechanisms in order to achieve quoracy going forward.

**98. Mayoral Question Time: Policy - Response from the Mayor to Recommendations presented to the WMCA Board on 13 November 2020**

The committee noted the response received from the Mayor in respect of the issues it had identified following the Policy Q&A on 16 October 2020.

The Chair expressed her concern as to whether the response reflected the reality of the lived experience of the neediest within the communities of the region and highlighted a concern of the region having to continue to bid for funds from Government. She sought clarity as to how the Adult Education Budget were targeted towards the benefit of the BAME community and how that fund was closing inequalities within the region.

Councillor Stephen Simkins felt that the COVID-19 pandemic had exposed weaknesses across the region but felt that should be taken forward in a positive light to progress and make changes. He felt that the Mayor's response had not included on how best scrutiny could add value to future schemes / policies. He indicated that all future policies should address the inequalities across the region whilst tackling deprivation.

Councillor Ahmad Bostan felt that greater understanding of the WMCA work in respect of the skills agenda targeting BAME communities was required as he felt that this area was often neglected. Councillor Angus Lees felt that all both the WMCA and local authorities needed to work in partnership to address the future regeneration of the region as he felt this was currently done in isolation. Councillor Stephen Simkins wanted to see the WMCA plan and deliver initiatives targeted at education and skills to ensure providers achieved targets and ensured those within the region had opportunities to access formal education. Councillor Angus Lees noted that level of non-school ready children was high in the region and suggested that the education process from start to finish was looked at further.

The Chief Executive reported that the Senior Leadership Team had focused on the key deliverables for each portfolio and expressed commitment to deliver on each of those in joint partnership with local authorities, acknowledging and accepting the challenges arising from the COVID-19 pandemic and highlighting that a youth employment taskforce had been implemented to tackle and address some of the challenges young people faced. The Chief Executive stressed that the Recovery Co-ordination Group continued to look at the community recovery prospectus and have committed to continue the recovery work and push forward with the economic recovery asks to Government.

**99. The Health of the Region 2020 - Regional Health Impact COVID-19**

The committee received a presentation from the Director of Inclusive Growth & Public Service Reform on the health and wellbeing inequalities and impacts of the COVID-19 pandemic in the West Midlands. Information was provided on the regional health impact of COVID-19 which was concluded by a task and finish group formed of representatives from WMCA, Public Health England, local authorities, NHS, universities and the voluntary and community sector. The report highlighted a higher likeliness of death from COVID-19 in BAME communities compared to white population.

Councillor Ahmad Bostan welcomed the report and requested that the committee had oversight on the various streams being set up to address and improve outcomes for the BAME communities. He felt that the report lacked comments on adequate housing as this impacted on health inequalities and provided an example of those families with gardens and being able to go out and exercise and other families not being any to have access. He also suggested a link between physical health and mental health as well as further work to address the meaning of BAME and which communities were included as not all communities shared all commonalities.

Councillor Lucy Seymour-Smith sought information on initiatives for 'invisible' illnesses and those infants missing out of baby classes and socialization and the effects that may have, also highlighting the need for consideration of families in temporary housing and those younger children who experienced family bereavement.

The Director of Inclusive Growth & Public Service Reform highlighted the progress in engaging with partners and integrated care systems to target health inequalities and achieve key outputs. He also felt that housing was a key contributing factor to health inequalities and felt that the commitments outlined in the report sought to address this.

Recommended to the WMCA Board that:

(1) The presentation be noted.

(2) The comments made by the committee be noted.

#### **100. Housing & Land Portfolio Update**

The committee received a presentation from the Director of Housing & Regeneration on the role of the Housing & Land Delivery Board, terms of referenced for the board, the deliverables of the board, the progress of funds the board had received and information relating to the COVID-19 recovery plan.

The Chair expressed her concern on the number of families in temporary housing and overcrowded hostels and bed & breakfast accommodation across the region. She understood from previous discussions that this was not the responsibility of the WMCA but felt it should be playing a strategic part in housing in terms of responding to the needs of the region and playing an enabling and supportive role. She also felt that homelessness and adequate living conditions should be items for consideration of policies being brought forward.

Councillor Stephen Simkins expressed his disappointment that full allocations had not been received with his local authority from Government on applications made for future development on high streets / town centres and therefore would look to the WMCA to develop those worthy schemes. He hoped that future applications to Government would not consist of bidding but move towards more a strategic assessment of need. Councillor Stephen Simkins suggested that future scrutiny work focused on future housing proposals being taken forward by the WMCA to enable the committee to add value to those proposals.

The Director of Housing & Regeneration commented that the team had already been approach be a number of local authorities in regard to future high street / town centre funds and sought to support them in addressing their funding gaps and bring forward future schemes. He also stressed that himself and other relevant officers within the organisation continued to push Government on the flexibility of funding deployment and had seen some flexibility in criteria of new funds.

Recommended to the WMCA that:

- (1) The presentation be noted.
- (2) The comment made by the committee be noted.

#### **101. Transport Scrutiny Sub-Committee Minutes**

The committee consider the minutes of the Transport Scrutiny Sub-Committee held on the 30 November 2020.

Councillor Peter Fowler referenced the minutes and sought further information on the use of average speed cameras within communities and what initiatives were taking place to address pavement parking.

Recommended to the WMCA Board:

The minutes of the meeting held on 30 November 2020 be approved.

**102. Forward Plan**

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

**103. Date of the next meeting**

Monday 8 March 2021 at 10.00am.

The meeting ended at 4.15 pm.

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**West Midlands  
Combined Authority**

## **Wellbeing Board**

**Friday 22 January 2021 at 10.00 am**

### **Minutes**

#### **Present**

Councillor Izzi Seccombe (Chair)	WMCA Wellbeing Portfolio Holder
Councillor Paulette Hamilton (Vice-Chair)	Birmingham City Council
Councillor John Beaumont	Nuneaton and Bedworth Borough Council
Councillor Les Caborn	Warwickshire County Council
Councillor Stephen Craddock	Walsall Metropolitan Borough Council
Councillor Karen Grinsell	Solihull Metropolitan Borough Council
Councillor Farut Shaeen	Sandwell Metropolitan Borough Council
Guy Daly	Universities (Coventry)
Rebecca Farmer	NHSE
Lina Martino	Public Health England
Stan Silverman	Systems STP Leader NHS
Steve Vincent	West Midlands Fire Service

#### **In Attendance**

Lynne Bowers	New NHA Alliance
Mubasshir Ajaz	West Midlands Combined Authority
Ed Cox	West Midlands Combined Authority
Simon Hall	West Midlands Combined Authority
Tatum Matharu	West Midlands Combined Authority
Sean Russell	West Midlands Combined Authority
Lola Abudu	Public Health England
Ruth Tennant	Public Health Solihull
Deborah Fox	Transport for the West Midlands
Madeleine Freewood	City of Wolverhampton Council

#### **24. Apologies for Absence**

Apologies for absence were received from Councillor Barlow, Councillor Jaspal, Wayne Brown, Andy Hardy, Paul Jennings and Alison Tonge.

#### **25. Nomination of Substitutes**

The following substitutes had been received:

Stan Silverman for Paul Jennings, Rebecca Farmer for Alison Tonge, Steve Vincent for Wayne Brown and Madeleine Freewood for Councillor Jasbir.

#### **26. Minutes of the last meeting**

The minutes of the meeting held on 16 October 2020 were agreed as a true record.

## **27. Chair's Remarks**

### **(i) Welcome Tatum Matharu**

The Head of Wellbeing and Prevention, Mubasshir Ajaz, introduced Tatum Matharu to the committee; Tatum Matharu would be covering Sean Russell's role as the Head of Thrive for the next 6 months whilst Sean focused on the Covid-19 situation.

### **(ii) Covid-19 Update and Overview**

Sean Russell provided an update on Covid-19 in the region including infection rates, hospital admissions, transmission of infection and the vaccine roll-out. In relation to the vaccine roll-out, Sean Russell undertook to circulate details of how colleagues could support the NHS by volunteering.

## **28. Health of the Region (HoR) Report**

The committee received a presentation from the Director of Inclusive Growth and Public Service Reform, Ed Cox and the Head of Wellbeing and Prevention, Mubasshir Ajaz on the Health of the Region Report. A copy of the report including the executive summary and summary of the key challenges had been circulated with the papers for the meeting. The report had been approved by the WMCA Board at its recent meeting.

The Director of Inclusive Growth and Public Service Reform outlined the background to the report and explained how the health inequalities in the region had been exacerbated by Covid-19 especially on Black, Asian and Minority Ethnic (BMAE) communities.

The report set out a 'Call for Action' and a framework for tackling the 4 key challenges (improving outcomes for BMAE communities, tackling the wider determinants of health, widening access to health and care services and enabling people powered health) with more than 50 commitments from partners and 12 recommendations to Government.

The Head of Wellbeing and Prevention, Mubasshir Ajaz reported on how the WMCA would take forward its commitments with partners to progress including the action plan and the social media campaign that would be launched next week to promote this work.

Resolved: That the report be noted.

## **29. Post HoR Wellbeing Programmes Update**

Further to consideration of the last agenda item, the Health of the Region Report, the committee received updates on the Health of the Region Wellbeing Programmes that have been developed by the WMCA and partners to have a long-term impact on the key priority areas.

Rebecca Farmer, NHSE, reported on the work of the Midlands Inequalities Group, a working group of the Strategic Transformation and Recovery (STaR) Board and referred to the draft report circulated. It was noted that the working group was developing a toolkit to make it easier for other organisations to share and adopt others' learning to address health inequalities.

Sean Russell reported on BMAE Thrive and the work being undertaken to tackle structural racism in the workplace. It was noted that the toolkit was being refreshed to ensure this was robust for use by businesses.

Simon Hall outlined the lifestyle scoping work being undertaken to improve physical activity levels in the West Midlands and the emerging WMCA deliverables for 2021/22 that have been developed to add value and complement existing practices.

Lina Martino, PHE reported on the Intelligence Hub and advised that key projects have been retained and integrated with the Health of the Region work programmes which included the Wellbeing Board dashboard.

The Director of Inclusive Growth and Public Service Reform, Ed Cox informed the committee of the exciting collaborative approach being undertaken with the Combined Authorities of the M9 Metro Mayors Group including a secondment which would provide the opportunity for the WMCA to learn from other areas.

The Chair conveyed her thanks to health colleagues for taking this partnership work forward noting that it would take years of work but would be of benefit to all residents of the West Midlands and was linked to the State of the Region report.

Resolved: That the updates be noted.

**30. Working Together to promote active travel and health - West Midlands Active Travel Fund**

The committee considered a report from the Strategic Physical Activity Lead, Simon Hall that outlined the progress made in integrated transport and health priorities and encouraging behaviour change in communities most impacted by Covid-19.

The committee also received a presentation from Deborah Fox, Head of Demand Management, TfWM, and Simon Hall on the West Midlands Active Travel Fund 2020-22.

The presentation included details of the walking and cycling infrastructure projects delivered by the 7 West Midlands local authorities and 12 partner organisations for tranche 1 of the Emergency Active Travel Fund (£17.5 awarded to the West Midlands) during July to September 2020 and the announcement of further funding (£13.1m) for infrastructure schemes to be implemented by 31 March 2022.

Resolved:

1. That progress of this work in integrated transport and health priorities and encouraging behaviour change in communities most impacted by Covid-19 be noted and
2. That the presentation be noted.

**31. Presentation: Commonwealth Games Legacy**

The Strategic Physical Activity Lead, Simon Hall, provided an update on the work being undertaken to create a physical activity and wellbeing legacy from 2022 Birmingham Commonwealth Games.

It was noted that physical activity and wellbeing legacy strand is embedded into the Games' 5 pillars of bringing people together, improving health and wellbeing, helping the region to grow and succeed, being a catalyst for change and putting the West Midlands on the map.

Simon advised that 5 priority areas, namely, cycling and walking, active environments, children and young people, workforce and volunteering and Games physical activity legacy have been identified by the Physical Activity and Wellbeing Legacy and updates would be provided to this board as proposals develop and progress.

Resolved: That the update be noted.

**32. Thrive at work Update**

The committee considered a report of the Head of Thrive that provided a high-level overview of the Thrive at work programme and sought support to amplify the programme to businesses across the West Midlands.

The Head of Thrive, Sean Russell provided an update on the Thrive programme which seeks to improve productivity and increase awareness of mental health in the workplace.

It was noted that there are currently 369 active organisations committed to the programme which has been a vital tool in supporting employees during the Covid-19 pandemic. However, the current climate has also proved challenging to recruit and retain businesses who are struggling financially.

Sean Russell reported that he was seeking the board's support to help recruit a total of 842 businesses within the next 16-18 months which equated to 6 businesses per month across 8 areas. He added that there were 3 potential opportunities that could help lever support for the programme; organisations involved in 2022 Commonwealth Games; anchor institutions (large companies to lead by example) and the procurement pipeline whereby companies demonstrate through the social value approach their commitment to workplace wellbeing.

Councillor Hamilton considered that local authorities could also assist by advising organisations of the Thrive Programme when they seek advice on financial support for Covid-19.

Councillor Grinsell reported that the Chambers of Commerce, Growth Hubs and local authority communications/engagement teams could also help promote the programme to businesses.

The Chair asked that colleagues to take-up the challenge and do all what they can to help amplify the programme to businesses through their organisations/contacts.

Resolved:

1. That the report be noted;
2. That the approach going forward be approved and
3. That the programme be amplified to support organisations across the West Midlands be endorsed.

**33. Items for future meetings**

The following agenda items were identified for the next meeting.

- NHS consultation on Integrated Care Systems (ICSs) and what it means for the region and
- High deliverables for the next 12 months.

**34. Date of the next meeting - 26 March 2021 at 10.00 am**

The meeting ended at 11.57 am.

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West Midlands  
Combined Authority

## Environment & Energy Board

Monday 1 February 2021 at 2.30pm

### Minutes

#### Present

Councillor Ian Courts (Chair)  
Councillor Oliver Butler  
Councillor Maria Crompton  
Councillor Ian Kettle  
Councillor Andy Mackiewicz  
Councillor Barbara McGarrity  
Matthew Rhodes  
Councillor Waseem Zaffar

Portfolio Lead for Environment, Energy & HS2  
Walsall Metropolitan Borough Council  
Sandwell Metropolitan Borough Council  
Dudley Metropolitan Borough Council  
Solihull Metropolitan Borough Council  
City of Wolverhampton Council  
Energy Capital  
Birmingham City Council

#### In attendance

Councillor Peter Fowler

Overview & Scrutiny Committee

#### 35. Apologies for Absence

Apologies for absence were received from Marc Liddeth (Environment Agency) and Councillor Jim O'Boyle (Coventry).

#### 36. Minutes

The minutes of the meeting held on 9 December 2020 were agreed as a correct record.

#### 37. WM2041: Five Year Plan (2021 - 2026)

The board considered a report from the Director of Inclusive Growth & Public Service Reform summarising the independent advice and outcomes for the development of the five year plan that came out of the consultation on WM2041 that took place between January - March 2020.

Following the approval of 'WM2041: A Programme for Implementing an Environmental Recovery' on 5 June 2020, the WMCA and stakeholders committed to producing five-year delivery plans (four in total) with interim carbon budgets and other metrics in support of delivering the net zero carbon target for the West Midlands by 2041. The aim of the five year plans was to provide clear guidance on the types of measures that would need to be implemented to reach net zero by 2041. The five year plans would indicate how the right conditions would be created for accelerating delivery and raising ambition to position the West Midlands as a leader in addressing climate change and futureproofing the region, generating excitement about the potential to invest in the region's future, creating jobs, better social outcomes, and healthier and happier places to live.

Three scenarios had been identified for achieving net zero carbon emissions: moderate, accelerated and maximum. The independent advice provided by WSP recommended the WMCA should adopt the accelerated scenario in the first five year plan and the report set out the measures this would result in. It was intended that a further report would be issued with the summary paper and the full five year plan text for approval at the WMCA Board on 19 March 2021.

Resolved:

- (1) The independent advice given to the WMCA by WSP on the first five year plan be noted.
- (2) The need to adopt the 'accelerated' scenario to deliver the first five year plan and to set the region on course for net zero carbon by 2041 be supported.
- (3) The report and recommendations to adopt the WM2041 Five Year Plan 2021 - 2026 be presented to the WMCA Board on 19 March 2021.

**34. Date of Next Meeting**

The next meeting of the board be held on Wednesday 10 March 2021 at 10.00am.

The meeting ended at 4.00pm.



# Young Combined Authority

## Round up of Young Combined Authority (YCA) activity, February 2021

### YCA Vision Document

The YCA Board have been focusing on producing their vision and priorities document for the West Midlands.

YCA reps Kashmire Hawker and Ayan Aden presented their vision, with its asks and ambitions for the region, to the WMCA Board on 15/01/21.

The WMCA Board endorsed the development of the YCA's vision and agreed to reflect on where proposals can inform WMCA policy, delivery and future devolution asks.

The YCA Board are now preparing to launch their vision as a standalone report, which they intend to use as a basis for engagement with regional stakeholders. The planned date for the launch is 15/02/21.

They are also continuing to engage with the WMCA on how their ideas may be translated into action.

You Retweeted



**Brigid Jones**  
@brigidjones

Repping the @wmyoungboard today are @ayanmoaden and Kashmire Hawker, presenting the YCA vision and principles to @WestMids\_CA this morning. Huge amount of work has gone into this: Read it here: [governance.wmca.org.uk/documents/s511...](https://governance.wmca.org.uk/documents/s511...)



11:41 AM · Jan 15, 2021 · Twitter Web App

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### WMCA Digital Strategy

Kari Lawler, the YCA lead for digital, has helped to shape the new WMCA Digital Roadmap and wrote a foreword for the report. The roadmap includes a specific focus on digital inclusion, which has been highlighted as a priority within the YCA's own vision and priorities document.

Read the report:

<https://www.wmca.org.uk/news/wmca-unveils-plan-for-region-s-digital-future/>



## YCA Community

Applications to join the YCA Community are still live and the YCA Board are helping to promote the opportunity to young people across the West Midlands. The YCA Board are working with the WMCA and Beatfrees to plan a welcome webinar for YCA Community members.

The YCA Community will be open to anyone aged 16 – 25 years living in the West Midlands (constituent and nonconstituent councils) and offers an easy and flexible way to have a say on regional policy.

Find out more at: [wmca.org.uk/yca-about](http://wmca.org.uk/yca-about)

Apply at: [wmca.org.uk/yca-apply](http://wmca.org.uk/yca-apply)



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LinkedIn: <https://www.linkedin.com/in/wmyca/>

Email: [Lucy.Gosling@wmca.org.uk](mailto:Lucy.Gosling@wmca.org.uk)

transport for their essential travel.

Their pledge will save 56kg of carbon emissions entering the atmosphere every week!

The work has been led by Lily Eaves, one of the YCA's environment leads, with the support of Ibrahim Sohail, Kashmire Hawker and Chris Burden who are participating in the campaign.

Alongside the pledge, the YCA will continue to challenge the WMCA and its partners to invest more in active travel.

You can make your own pledge at: <https://count-us-in.org>



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

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