



Environment & Energy Board

Date: Thursday 15 October 2020

Time: 10.00 am **Public meeting** Yes

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

Membership

Councillor Ian Courts (Chair)	Portfolio Lead for Environment, Energy & HS2
Councillor Oliver Butler	Walsall Metropolitan Borough Council
Councillor Maria Crompton	Sandwell Metropolitan Borough Council
Councillor Ian Kettle	Dudley Metropolitan Borough Council
Councillor Andy Mackiewicz	Solihull Metropolitan Borough Council
Councillor Barbara McGarrity	City of Wolverhampton Council
Councillor Jim O'Boyle	Coventry City Council
Councillor Waseem Zaffar	Birmingham City Council
Marc Lidderth	Environment Agency
Matthew Rhodes	Energy Capital

Quorum for this meeting shall be the Portfolio Lead for the Environment, Energy & HS2 *and* at least three other members.

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

Contact Dan Essex, Governance Services Manager
Telephone (0121) 214 7505
Email dan.essex@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
1.	Apologies for Absence	Chair	None
2.	Declarations of Interest Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Chair's Remarks (if any)	Chair	None
4.	Minutes - 25 June 2020	Chair	1 - 6
5.	WM2041 - Five Year Plans	Jackie Homan / David Symons / Barny Evans	7 - 44
6.	WM2041 Natural Capital Projects and Programmes (a) Access to Green Spaces (Alex Chapman) (b) West Midlands National Park (Kathryn Moore / Robin Daniels) (c) Virtual Forest (Callum Ringer)	Jackie Homan	45 - 52
7.	Single Assurance Framework - Impact on Thematic Board Terms of Reference and Role	Jodie Townsend	53 - 60
8.	WM2041 Programme Update	Richard Rees	61 - 72
9.	Forward Plan	Chair	Verbal Report



West Midlands
Combined Authority

Environment Board

Thursday 25 June 2020 at 10.30am

Minutes

Present

Councillor Ian Courts (Chair)

Councillor Oliver Butler

Councillor Maria Crompton

Councillor Ian Kettle

Councillor Andy Mackiewicz

Councillor Barbara McGarrity

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

In Attendance

Alex Chapman

Ed Cox

Councillor Peter Fowler

Cheryl Hines

Jackie Homan

Nicola Jones

Jasmeet Phagoora

Richard Rees

Callum Ringer

Claire Williams

New Economics Foundation

West Midlands Combined Authority

Overview & Scrutiny Committee

Energy Capital

West Midlands Combined Authority

West Midlands Combined Authority

New Economics Foundation

West Midlands Combined Authority

West Midlands Combined Authority

Transport for West Midlands

8. Apologies for Absence

Apologies for absence were received from Councillor Jim O'Boyle (Coventry) and Councillor Waseem Zaffar (Birmingham).

9. Chair's Remarks

(a) Environmental Thread Running Through COVID-19 Recovery

The Chair referenced the work of the WMCA that focussed on the economic recovery of the West Midlands from the COVID-19 pandemic, and noted that there was a strong environmental thread running through much of this work, including brownfield land remediation and work to bring a Gigafactory to the region. This pointed to a key role in the coming months for the environment portfolio and this board.

10. Minutes

The minutes of the meeting held on 27 February 2020 were agreed as a correct record.

11. **WM2041: A Programme for Implementing an Environmental Recovery**

The board considered a report from the Director of Public Service Reform and the Head of Environment outlining the feedback that was received from the consultation on the WM2041 plan, along with the next steps that were proposed to be taken in order to progress regional work responding to the climate emergency.

The WM2041 green paper was formally launched at an event on 23 January, which began the period of consultation. This ran until 12 March and, during this time, a significant amount was done to publicise the document and promote the opportunity to provide comment and input into it. As a result of the consultation, 415 people were reached through the questionnaire hosted on the WMCA's website, 401 people through the Facebook Messenger chatbot, 16 people through the Democratic Society workshops, and 31 businesses and organisations. The responses to the consultation drew attention to several cross-cutting issues around finance, engagement, behaviour change, communications, monitoring and reporting. The report set out how these would then be taken forward.

The Chair stressed the importance of identifying how success would be measured with each of these workstreams. There was also an important role for the WMCA in working through tensions that might exist within communities or businesses that could be resistant to the societal changes needed.

Resolved:

- (1) The next steps for the delivery of WM2041, as outlined in the report and signed off by the WMCA Board on 5 June 2020, be noted.
- (2) It be noted that the WMCA Board agreed that this board should take over the decision-making and overview of progress on work on WM2041.

12. **Energy Transition**

The board considered a report from the Director of Public Service Reform and the Director of Energy Capital highlighting the need to ensure that the region's energy infrastructure could enable the delivery of a net zero West Midlands by 2041, as part of the WMCA's Climate Change Delivery Plan.

Work being undertaken by Energy Capital since 2018 had led it to conclude that energy infrastructure costs and investment mechanisms were a barrier to regional economic growth in the West Midlands, and particularly its ambitions for a green and equitable recovery. It was intended therefore to instigate a process with Western Power Distribution, which was recognised by OFGEM, to demonstrate how greater regional understanding and governance of energy infrastructure could enable a green and equitable recovery in the region and support the national energy system's path to net zero. In order to make any difference over the next six years, Energy Capital would need to influence the upcoming price control mechanism. This meant starting to work with, and influence, Western Power Distribution and OFGEM during the summer of 2020, when OFGEM would publish its sector specific guidance on how the key aspect anticipatory investment would be addressed.

The Chair welcomed the report on this key issue and stressed the importance of explaining it to stakeholders outside the sector in an accessible manner that highlighted its importance in driving sustainable growth. He undertook to meet with the Director of Energy Capital in the coming weeks to consider further how this board and the WMCA could support the issues identified.

Resolved:

- (1) The role of energy infrastructure as a foundation of clean economic growth in the West Midlands and in supporting the region's recovery and decarbonisation objectives at the lowest cost to the region be recognised.
- (2) Energy Capital be endorsed to seek external funding for the projects identified in the report to address energy infrastructure issues in the region equitably.
- (3) The WMCA be encouraged to engage with the Department for Business, Energy & Industrial Strategy on energy devolution and to seek its inclusion as part of the forthcoming White Paper on Devolution or any other appropriate initiatives, including the 'Distributed Level Future Energy Scenarios' process regulated by the Office of Gas & Electricity Markets, in support of the region's growth and decarbonisation plans.
- (4) Energy Capital be approved to work with the wider WMCA to secure investment into a revolving financial mechanism to support green infrastructure investment.

13. Funding Opportunities: Clean Growth Innovation Challenge and Community Green Grants

The board considered an update from the Director of Public Service Reform and the Head of Environment on proposals to make funding available to small and medium-sized enterprises to develop green initiatives or ideas to a scale that would enable them to be brought to the market. Discussions were currently being held with West Midlands 5G Ltd on the funding of these grants.

The board also received a presentation from Alex Chapman and Jasmeet Phagoora from the New Economics Foundation on a study they had undertaken on the public use of urban green space during the COVID-19 pandemic. Evidence had suggested that poorer areas had a lack of access to green spaces, and further studies were being undertaken on the proximity, accessibility and quality of green spaces and the wider health implications for communities. The New Economics Foundation was now working with local authorities in drawing up a series of recommendations. Ed Cox highlighted the potential value of this study in identifying local 'hot spots' that may benefit most from Community Green Grants.

The Chair recognised that there were significant land use planning implications arising out of this work but looked forward to a further report being submitted to the next meeting of the board.

Resolved:

The updated be noted, and the New Economics Foundation be thanked for their informative presentation.

14. WM2041: Introduction to Circular Economy Project

The board considered a report from the Director of Public Service Reform and the Head of Environment on an overview of the upcoming work on holding workshops with key stakeholders, forming a Task Force and producing a Circular Economy Routemap for the West Midlands.

In June, the WMCA Board approved 'WM2041: A Programme for Implementing an Environmental Recovery' which included the need to establish a Circular Economy Taskforce for the West Midlands and produce a routemap to identify the possible benefits from a circular economy approach for the region, as well as the priorities to begin a local movement across different sectors and how this could be scaled up over time. Rather than depend on linear and extractive processes, the circular economy encouraged repair, reuse and regeneration. As resource productivity was maximised, waste streams were redirected, pushing the economy towards a closed-loop, zero waste system. This was further coupled with a transition to renewable energy, allowing the circular economy concept to redefine growth and build economic, natural and social capital.

The Chair stressed the importance of identifying measurable objectives and quick wins that could be achieved, recognising that there were significant behavioural issues that needed to be influenced by this workstream.

Resolved:

- (1) The next steps in the production of the West Midlands Circular Economy Routemap be agreed.
- (2) Any stakeholders critical to include in the workshops and Taskforce be identified.

15. Active Travel

The board considered an update from the Cycling & Walking Manager on the bids submitted for funding from the Emergency Active Travel Fund. This was a national £2bn Government fund, of which £17.2m would be allocated to the region. Tranche 1 of the fund would be for schemes that were able to be delivered within eight weeks of the award of funding. The WMCA submitted 51 bids on behalf of the seven constituent authorities to provide for pop-up cycle lanes, modal filters and pavement widening across a total of 23 miles of routes. The WMCA was working closely with cycling and walking partners in preparing the bids, and the results of the tranche 1 schemes were expected later in the day.

An update would be presented to the next meeting of the board on the outcomes of these bids.

Resolved:

The update be noted.

16. WM2041 - Five Year Plans

The board considered a report from the Director of Public Service Reform and the Head of Environment on an overview of the upcoming work on a Five Year Plan to begin to deliver on the WM2041 ambitions for the West Midlands.

In June, the WMCA Board approved 'WM2041: A Programme for Implementing an Environmental Recovery' which set out the urgent activity and need for the WMCA and stakeholders to produce five-year delivery plans with targets, to include interim carbon budgets and other metrics in support of delivering the zero carbon target for the West Midlands by 2041. The first Five Year Plan would:

- Provide an evidence based spatial plan, linking up potential delivery projects and investments and group them into type/location across the West Midlands region to ensure an efficient, cost-effective and prioritised approach to WM2041 delivery;
- Create a common vision for stakeholders with a strategic plan, policies and outline practical devolution opportunities;
- Outline different routes to delivery and where this would be led by communities, local authorities, the WMCA, the private sector, or a mixture;
- Outline the funding sources, financing and investment to deliver the Five Year Plan;
- Represent a step change in the way the region worked together to deliver against environmental priorities for an inclusive, prosperous and fair transition to a net zero carbon emissions society and economy.

The WMCA was working with local authorities to determine how they best wished to be engaged in the five year plans so as to ensure that the region's work was co-ordinated up to 2041. Further reports on the production of the five year plans would be submitted to future meetings of the board.

Resolved:

- (1) The next steps identified within the report be approved.
- (2) The timetable for the Five-Year Plans be approved.

17. Environment Board Terms of Reference

The board considered a report from the Head of Environment on its focus as part of its annual review of its terms of reference, and to consider amendments to the terms of reference to ensure the board was best able to fulfil its role.

The synergies between the work on environment and energy mean that this board would benefit from becoming the Environment & Energy Board, receiving updates and making decisions on the work on WM2041 as well as work undertaken by Energy Capital. Up until now, Energy Capital had only reported into the Strategic Economic Delivery Board but much of its work aligned with WM2041, eg. on retrofit, electric vehicle charging infrastructure and the regional energy transition.

The discussion on the terms of reference needed to be had in the context of the ongoing work the WMCA was doing to develop a Single Assurance Framework. This framework would provide a single set of systems, processes and protocols designed to provide an evidence-based and independent assessment of the governance, risk management and control processes of the WMCA. It was intended to submit a report on the Single Assurance Framework across all boards to the WMCA Board on 24 July.

The Chair welcomed the review of the board's terms of reference, proposing that its membership be expanded to include representatives from Energy Capital and the Environment Agency. He also wished to see biodiversity to be included within this board's specific remit.

Resolved:

- (1) The future focus of the Environment Board, including agreeing the change of name to the Environment & Energy Board, and including representatives from Energy Capital and the Environment Agency within its membership, be approved.
- (2) The workstreams of the Single Assurance Framework project that had implications for the terms of reference of this board be noted.

18. West Midlands National Park Memorandum of Understanding

The Head of Environment reported that Birmingham City University had developed the concept of a 'West Midlands National Park'. It was intended that the WMCA would formalise its involvement in this initiative through a Memorandum of Understanding, which would be the subject of a full report to a future meeting of the board.

Resolved:

The update on the West Midlands National Park initiative be noted.

The meeting ended at 12.40pm.



Environment & Energy Board

Date	15 October 2020
Report title	WM2041 - Five Year Plans
Portfolio Lead	Environment, Energy & HS2 - Councillor Ian Courts
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Ed Cox, Director of Public Service Reform email: ed.cox@wmca.org.uk tel: 07788 224179 Jackie Homan, Head of Environment email: jacqueline.homan@wmca.org.uk tel: 07584 449339

Recommendation(s) for action or decision:

The Environment & Energy Board is recommended to:

- (1) Advise on their preferred approach to engagement as the Five Year Plan project progresses.
- (2) Advise on the appropriate engagement with their key local authority contacts

1. Purpose

- 1.1 This paper provides an overview of the first Five Year Plan (FYP) that is currently being produced to outline the priority activity for 2021-26 to set the region on course to deliver on the net zero carbon ambitions for the West Midlands by 2041.

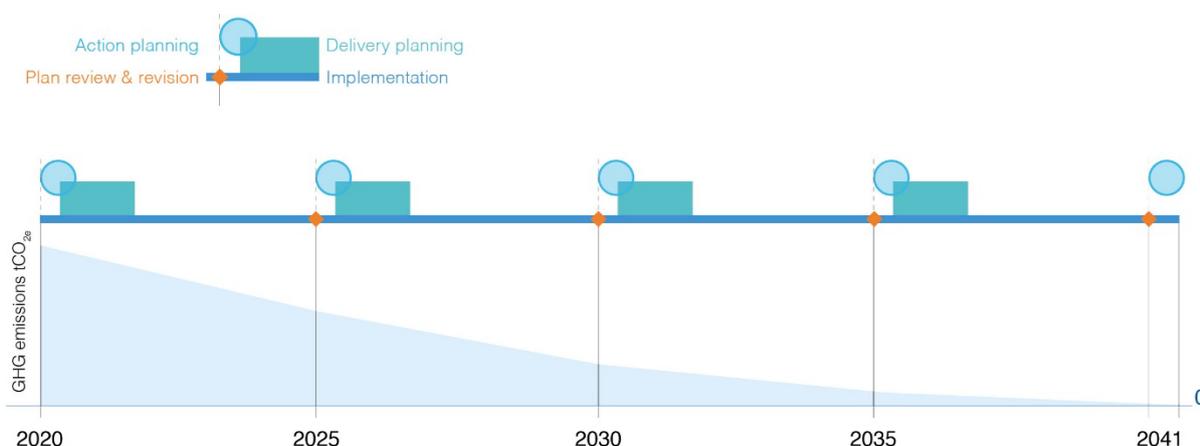
2. Background

- 2.1 Following the approval of 'WM2041: A Programme for Implementing an Environmental Recovery' in June 2020, the WMCA and stakeholders now need to produce 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.
- 2.2 The aim of the Five Year Plans will be to provide clear guidance on the types of measures that will need to be implemented to reach net zero by 2041. As a regional authority, and working with our stakeholders, we want to understand where and how we need to invest in programmes of delivery and develop policy to support the 2041 target. We also want to understand how this should be sequenced and the combination of approaches that will need to be taken to get us to a position of net zero carbon emissions.
- 2.3 We want the Five Year Plans to create the right conditions 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 our region's future, creating jobs; better social outcomes; and, healthier and happier places to live.
- 2.4 The Plans need to give confidence in making the right decisions for people, place and economy, following the principles of WM2041 that:
 1. We will change our economy without leaving anyone behind
 2. We will invest in the resilience of our places
 3. We will use our industrial past to create a new future
 4. We will create places and connections that help us to meet the climate challenge
 5. We will decouple prosperity from the consumption of energy and resources
- 2.5 The first Five Year Plan (FYP) will set the pace and tone of the WMCA engagement with constituent local authorities and wider stakeholders. We aim to:
 1. Provide an **evidence based spatial plan**, linking up WM2041 and local authority delivery plans, projects and investment programmes and grouping them into type / location across the WM region to ensure an efficient, cost-effective and prioritised approach to delivery.
 2. Create a **common vision for stakeholders** across the WM with a strategic plan, policies and outline of practical devolution opportunities to deliver WM2041.

3. Outline **different existing and potential new routes to delivery** and where this is best led by communities, local authorities, the WMCA, the private sector, or a mixture.
4. Outline the **funding sources, financing and investment** to deliver the FYP, based on a and c above.
5. Represent **a step change** in the way the region works together to deliver against environmental priorities for an inclusive, prosperous and fair transition to a net zero carbon emissions society and economy.

2.6 The cycle of Five Year Plans to support delivery of WM2041 carbon target of zero carbon by 2041 are covered below with carbon emissions reduction targets as follows, based on a 2016 baseline:

- 36% reduction by 2022
- 69% carbon reduction by 2027



2.7 The FYP will need to build on the previous Tyndall Centre work in WM2041 to estimate the impact that actions will have on the carbon emissions of the WM region, factoring in efforts at the local, regional and national levels.

3. FYP Outputs and Scope

3.1 The outputs of the project will include:

- WM2041 Five Year Plan report
- A summary document identifying the key highlights and recommendations
- A technical appendix

3.2 The report will include recommendations for:

- Policy and programme priorities for 2021-26 along with carbon analysis
- What is the best way to structure our delivery overall for different sectors?
- How could delivery be done most efficiently and cost-effectively across the WMCA region?
- The jobs and skills necessary for the delivery of the Five Year Plan, as well as when they will be required.
- The routes for funding and financing of the Five Year Plan.

- The governance arrangements that need to be put in place.

3.3 The scope of the WM2041 Five Year Plan (2021-26) will include:

- a) **A technical and spatial evidence base of existing activity.** This will build on the work of local authority carbon plans - we are not beginning from a standing start and there is already a lot happening to tackle climate change across the region. There will be significant value in gaining a view of similar project types and place-based solutions already in concept or delivery phases, as this may enable a more co-ordinated approach to strategy and delivery across the region. This should also include any policy-based activity across different sectors and at different scales.
- b) **Carbon budget impact analysis** – the plan will provide carbon emission analysis of the following scenarios:
 1. **Do Nothing** – what is the impact on the carbon emissions of the region if no local action is taken to reduce emissions, accounting for the impact of carbon reduction activities at the national level to understand the extent to which we are relying on national measures,
 2. **Existing delivery plans** – where might the existing actions and policies in local plans take us by the end of 2026 and on the 2041 trajectory? What is the impact of any development or activity that increases carbon emissions?
 3. **WM2041 target** – where do we need to be by the end of 2026 to achieve the ambitions of WM2041 to be net zero carbon by 2041 and how does that breakdown into carbon budget periods?
 4. **Five Year Plan impact** – through the development of new policies and investment opportunities, where could we realistically be by the end of 2026 to keep in line with the WM2041 carbon reduction progress required under Scenario 3?
- c) **2021-26 priorities - priority actions, new policy levers and priority investment opportunities** - it is envisaged that this section of the FYP will provide, for the first time, an indication of the existing and required investment and policy activity across different sectors, building on the work that is currently underway, to recommend the scale and pace at which existing and new functions of delivery for investment and policies need to be developed.

Building on existing **investment** plans, what opportunities are there for:

- Better co-ordination of programme development and delivery - where is there potential for co-ordinated investment across the region and delivery at a greater scale in different sectors, e.g. buildings, energy, transport, natural capital.
- Place-based investment – what are the opportunities for investment packages linked to regeneration and co-ordinated place-based delivery, for example, in inclusive growth corridors building on the existing WMCA work to ensure this investment is inclusive and part of a just transition.
- Public Sector Assets – what plans do WMCA / LAs need to develop to use their own assets to greater effect – e.g. how can ‘One Public Estate’ support this?

Policies – the FYP will analyse the policy environment for WM2041 and identify:

- Potential new policies that would remove barriers to delivering the WM2041 target.
 - Devolution - how would devolution powers enable us to accelerate or deliver more effectively? What proof of concept needs to be done to develop devolution asks? How might these be developed with other regional stakeholders?
 - Other interventions - what other areas require interventions that may be unknowingly creating a future mitigation requirement? How do the existing practices of WMCA and LAs need to change to align with the WM2041 target?
 - How can decision making processes be improved to ensure adherence with WM2041 ambitions? How should WM2041 strategically align as an interdependency within business cases for investment that fall outside of the direct remit of the Five Year Plan? For example using the Single Assurance Framework and Single Commissioning Framework? What criteria should be used to test activity that falls outside of the Five Year Plan e.g. carbon impact analysis?
- d) **Jobs and Skills** – the Five Year Plan will analyse the local jobs and skills required for delivery of WM2041, providing for the first time detail on:

- Job roles required for delivery and when they will be required. Which jobs may become obsolete as a result of delivery?
- Net volume of job creation, accounting for transitions (with corresponding training) from obsolete roles to new roles for WM4021 delivery?
- The specific timeframes involved in this job creation, against which skills provision can be planned and core curriculum requirements at all levels.
- The stakeholders who need to be involved in developing the skills and jobs required?

As this is the first FYP, it is equally important that we understand and communicate:

- Where there are gaps in knowledge that require further investigation and development.
- How priority actions can also lead to quality of life improvements to ensure a just transition, linking to the United Nations Sustainable Development Goals, showing impact beyond carbon reduction alone.
- We need to be clear about delivery in measures that support WM2041 being an investment for our region's future.

e) **Resources, Finance and Delivery overview** - the key focus for the FYP is ensuring a clear understanding of the priorities for delivery over the next five years. The FYP will conclude with detail on the resources, finance and delivery section in terms of:

- Resources (to develop programmes across sectors)
 - What level of maturity are projects / programmes (from section a) across the region?
 - What new business cases need to be developed?
 - How much will it cost to establish new programmes of work?
 - How/when will projects and programmes be developed to the point of delivery?
 - Who develops these and what is the role for the WMCA, especially in removing barriers or covering gaps in delivery?

- Delivery routes – a range of stakeholders will need to be involved with delivery in order to achieve the ambitions of WM2041, including communities, local authorities, the WMCA, the private sector, and partnership arrangements between them:
 - Who is best placed to deliver each part of the plan?
 - What delivery models exist - are they in place or do they need to be established?
- Finance
 - How much could the actions in the FYP cost? The £40bn over 21 years estimate in WM2041 needs to be broken into sectors and aligned to the findings of the FYP.
 - How will delivery be financed? Who needs to provide capital? What models exist?
 - What is the cost of NOT taking action?

f) **Governance – the FYP will conclude by outlining:**

- What governance and reporting will ensure the FYP and the various delivery components are held to account by WMCA and partners? What different options are available and which is most suitable to WM2041 context for different sectors?
- How will we monitor FYP progress?
- What needs to form part of the annual review of the FYP?
- How can we ensure that our regional carbon budgets have status in a national context?
- How will we baseline the carbon emissions and what is the best way to track emissions changes?
- What other carbon are we not counting? How can this be factored into the annual review of the FYP?

4. **Lead Responsibility**

- 4.1 The FYP is being managed by the WMCA Environment Team, with input and support from an internal WMCA cross-Directorate Working Group. The local authority Low Carbon Officers Group have also been consulted and will continue to be engaged throughout the delivery of the project and the recommendations. Sustainability consultants, WSP, have been commissioned to produce the FYP.

5. **Stakeholder Engagement**

- 5.1 Successful delivery will depend on the engagement of stakeholders in the region. This will include:
- Close collaboration with local authorities. Most local authorities in the region now have their own carbon reduction plans that will form an essential part of understanding the activity across the West Midlands and the FYP will group it into delivery activity. The FYPs should also be co-owned by local authorities and other regional partners.
 - We are looking to engage with Leaders and Chief Executives to ensure coordination around strategy and delivery and how WMCA and LAs work together where appropriate. How much collaboration do local authorities want to pursue?

How joined up should the delivery approaches need to be? What efficiencies could be realised through joined up delivery?

- Wider engagement will also be required to build an ongoing programme with the people of the region. External engagement will take place largely through existing networks and includes:
 - Delivery organisations – e.g. utilities, other public bodies, private sector
 - Active participants and allies – e.g. those already engaged on environment agenda and working with WMCA
 - Passive / opposers – e.g. those not yet engaged but important to delivery
- WSP have costed the option of running a public assembly to get wider input and views into the FYP. The WM2041 consultation showed that people want to be engaged and this needs to include both intensive involvement in shaping the agenda and around particular programmes of activity, but also ongoing information, advice and guidance relating to the overall agenda and specific projects.

6. Delivery Plan for the FYP - Tasks and Milestones

6.1 The following project milestones are in place for delivery of the FYP.

Project Stage	Includes	Estimated Target Date
Project start	Kick-off meeting with consultants	September 2020
Stakeholder Engagement	Stakeholder mapping	September 2020
	WM Local Authority Working Group	Ongoing
	Internal Cross-Directorate Working Group	Ongoing
	WM LA CX and Leaders engagement	October/ November 2020
	External engagement	October/ November 2020
Draft	Produce draft FYP	November December 2020
Final Document	Produce final FYP	December 2020
Briefings and Approvals	Briefing to Environment and Energy Board for update	September 2020
	Environment and Energy Board for update	November 2020
	Environment and Energy Board for approval	December 2020

7. Financial Implications

7.1 The production of the first Five Year Plan will cost £105,000 including consultancy support.

8. Legal Implications

8.1 There are no legal implications as part of the production of the first FYP. Any legal implications will be presented as part of the recommendations for approval of the FYP.

9. Equalities Implications

- 9.1 There are no equalities implications as a result of the production of the FYP. Any equalities implications will be presented as part of the approval of the FYP.

10. Inclusive Growth Implications

- 10.1 We see the delivery of WM2041 as being very closely tied to the WMCA inclusive growth agenda; it will form a key part of the projects and programmes developed as part of the FYP. There are no inclusive growth implications as a result of the production of the FYP per se.

11. Geographical Area of Report's Implications

- 11.1 The core work of the FYP will cover the constituent local authorities of the West Midlands Combined Authority.

12. Other Implications

- 12.1 None.

13. Schedule of Background Papers

1. FYP presentation

WM2041 – Five Year Plan 2021-26

Project Introduction

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**West Midlands
Combined Authority**

Introduction



WM2041 – Five Year Plan 2021-26

Following the approval of ‘WM2041: A Programme for Implementing an Environmental Recovery’ in June 2020, the WMCA now needs to produce the first five-year delivery plan (first of four), running from 2021 to 2026, 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 will be to provide clear guidance on the measures that will need to be implemented to reach net zero by 2041. As a regional authority, and working with our stakeholders, we want to understand where and how we need to invest in programmes of delivery and develop policy to support the 2041 target. We also want to understand how this should be sequenced and the combination of approaches that will need to be taken to get us to a position of net zero carbon emissions.

WMCA have appointed WSP to assist with the production of the first Five Year Plan. They will be undertaking research and stakeholder engagement to help inform the plan and develop a common vision amongst stakeholders. Please can you assist them where possible to ensure the best quality plan?

For further information contact:

Richard Rees, WMCA, Richard.Rees@wmca.org.uk

Barney Evans, WSP, Barney.Evans@wsp.com

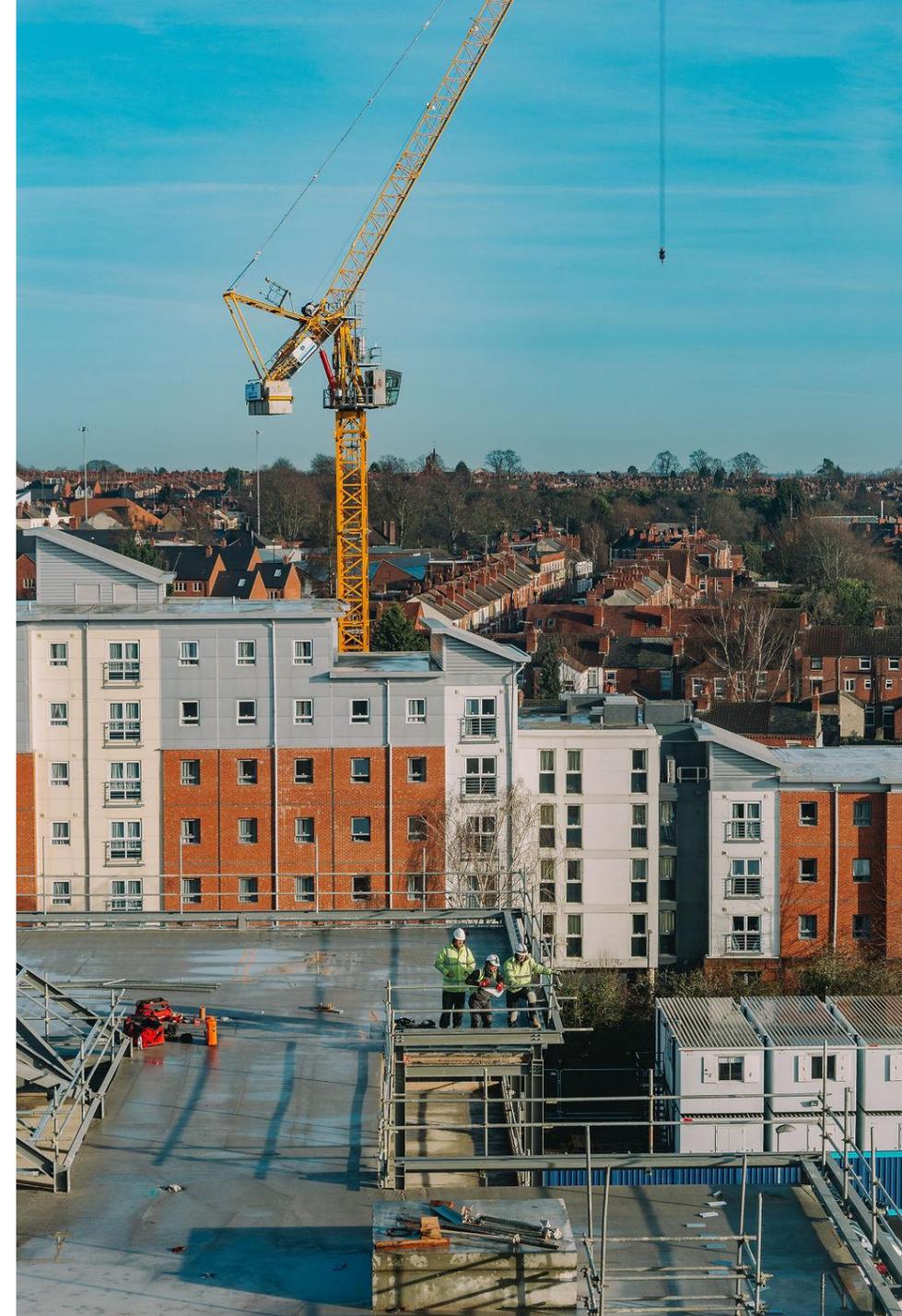


West Midlands
Combined Authority

Principles of WM2041

We will be zero-carbon by 2041, following the five principles below:

1. Change our economy without leaving anyone behind
2. Invest in the resilience of our places
3. Use our industrial past to create a new future
4. Create places and connections that help us to meet the climate challenge
5. Decouple prosperity from the consumption of energy and resources



Aims of First Five Year Plan



Evidence Based spatial plan



Common vision for stakeholders



Different existing and potential new routes to delivery



Funding sources, financing and investment



A step change



Aims of First Five Year Plan

We aim to:

- a) Provide an **evidence based spatial plan**, linking up WM2041 and local authority delivery plans, projects and investment programmes and grouping them into type / location across the WM region to ensure an efficient, cost-effective and prioritised approach to delivery.
- b) Create a **common vision for stakeholders** across the WM with a strategic plan, policies and outline of practical devolution opportunities to deliver WM2041.



Aims of First Five Year Plan

We aim to:

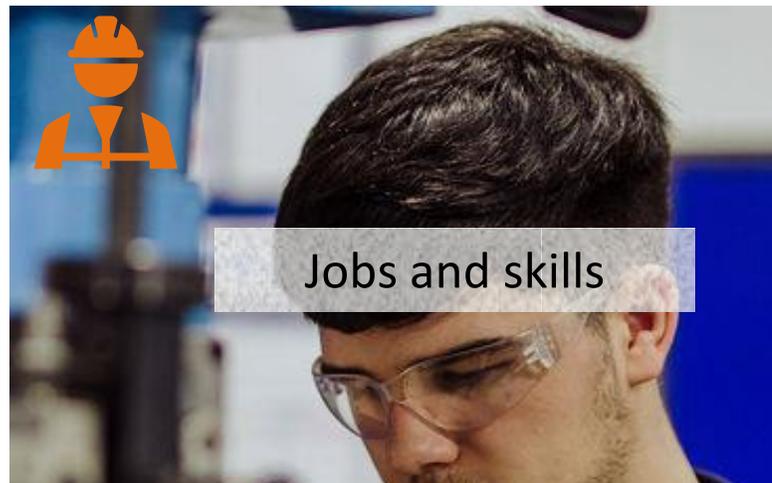
- c) Outline **different existing and potential new routes to delivery** and where this is best led by communities, local authorities, the WMCA, the private sector, or a mixture.
- d) Outline the **funding sources, financing and investment** to deliver the FYP, based on a and c above.
- e) Represent **a step change** in the way the region works together to deliver against environmental priorities for an inclusive, prosperous and fair transition to a net zero carbon emissions society and economy.



Priority Areas



Key priority areas



Energy / carbon interventions

Energy - main routes:

- Renewable Energy Generation –Utility Scale
- Electrification of Heat
- ‘Green’ Hydrogen use for Heavy Industries
- Network Management

Transport - Main routes:

- Smarter and Electrified Transport
- Shift towards Public Transport – Electric or Hydrogen powered
- Active Travel and Reduced Travel (e.g. working from home)

Built Environment - Main routes:

- New Build Specification
- Retrofit Building Energy Efficiency
- Electrification of Heat - Microgeneration



Delivery – How and who

- Identify best routes for delivering those interventions.
- Using existing networks
- Ensuring engagement on key stakeholders
- Testing proposed interventions with key stakeholders
- Delivering a public assembly



Jobs & Skills

Main routes:

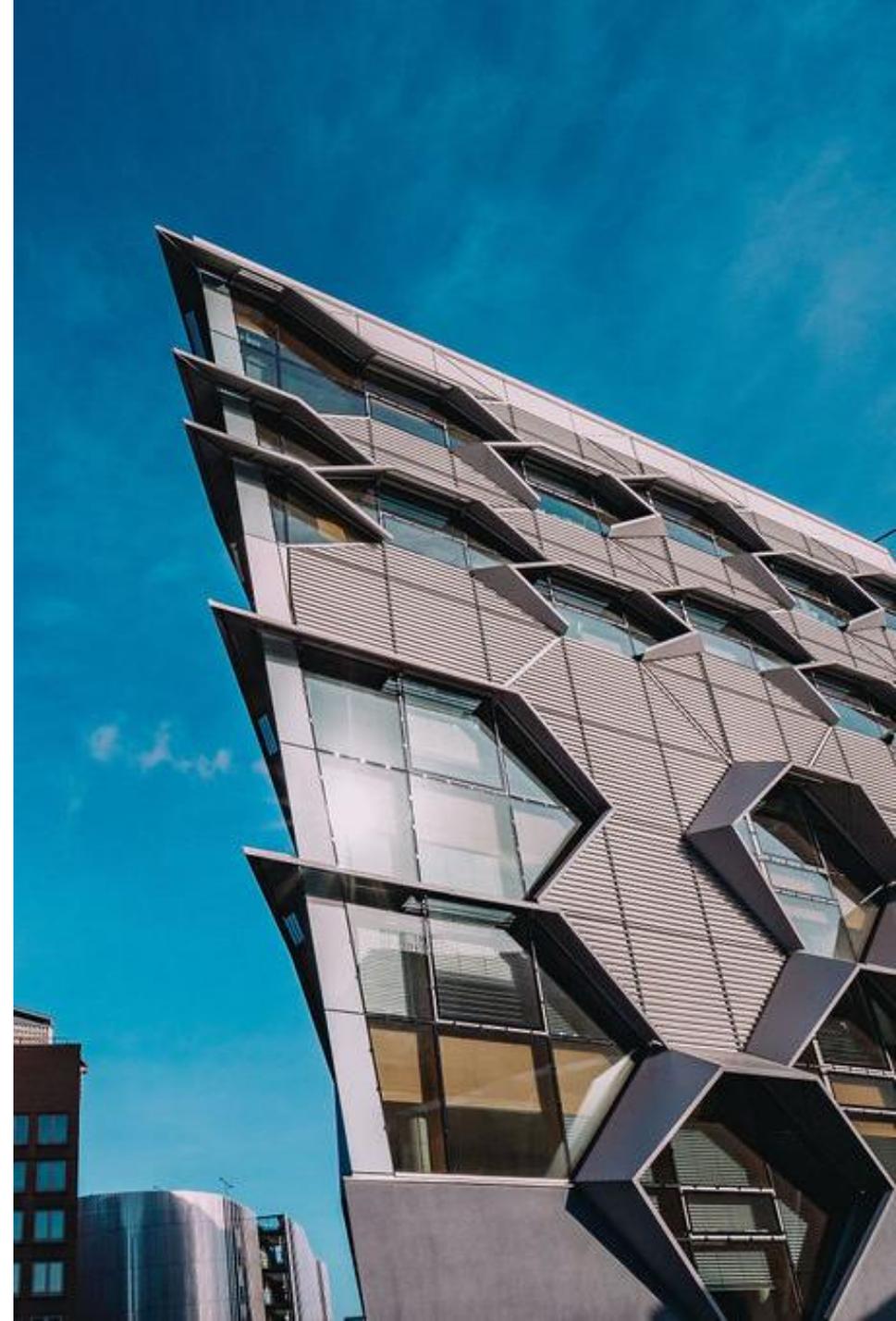
- Community Engagement
- Skills and Employment strategy
- Higher Quality / Skilled jobs



Resources and Finance

Main routes:

- Understanding the resource needs and how this can be filled
- Realising how future gaps can be avoided
- Mapping how existing resources are deployed and opportunities to expand using the same resources



Questions



QUESTION 1:

- a. What are the most important Climate Change issues (covering environmental, social and economic factors) for the West Midlands to be addressing today and into the future?
- b. What are the key areas where WMCA can influence and be involved in?
- c. Which areas are best left to the Local Authorities?



QUESTION 2:

- a. Where does Climate Change and carbon management sit in terms of a priority for your organisation?
- b. Have you been involved in any relevant energy or carbon related interventions within the Authority?
- c. Do you have any data to outline the success of those interventions?
- d. Should Climate Change be framed around the context of energy improvements, fuel poverty reduction, the provision of jobs etc?



QUESTION 3:

- a. What climate change and carbon management plans, strategies and projects have been undertaken thus far in your organisation or involved in wider groups?
- b. What current or forthcoming projects do we need to be aware of?



Delivery – how and who?

QUESTION 4:

- a. What do you think are the key challenges to delivering WM2041?
- b. What delivery mechanisms have historically been successful for Climate Change or Carbon Management projects?
- c. How can we make it easier for organisations to support delivery of WM2041?



Delivery – how and who?

QUESTION 5:

- a. Which delivery partners will play a key part in the success of the WM2041 Five Year Plan?
- b. Who else do we need to engage with?
- c. Are there established engagement networks or platforms that could be used for voices to be heard?



QUESTION 6:

- a. What specialised (or more general) skillsets do you think the West Midlands currently possesses which will be important to support delivery of WM2041?
- b. Which industries in the region are likely to be positively/negatively impacted in a significant way by this shift?
- c. Are there particular key sectors that need to do more planning for the low carbon transition?



QUESTION 7:

- a. Are strategies and plans in place or being developed to help the labour market and skills base in the West Midlands to adapt to Net-Zero and Clean Growth? If so, are you able to provide the findings from these?
- b. Are there any key supply-side initiatives underway on the part of local authorities, major employers and the FE/HE sectors?



QUESTION 8:

- a. What skill gaps are there in the local labour market which will need to be filled as the area moves to Net-Zero?
- b. Are local education and local employment support activities aligned in regards to the changing needs and demands of employers and the local labour market generally?
- c. Are there any existing skills gaps in the region that might become even more problematic in the shift to a lower carbon economy?



QUESTION 9:

- a. What are the main resource gaps or inefficiencies that could impede WMCA's journey to Net Zero (e.g. technological, human, infrastructure and financial resources)?
- b. Are there any future potential resource issues which could be flagged now?



QUESTION 10:

- a. Have potential sources of funding been identified for future projects?
- b. What discussions have there been with local businesses about identifying innovation opportunities and encouraging delivery of net-zero projects?



Next Steps



Project Outputs

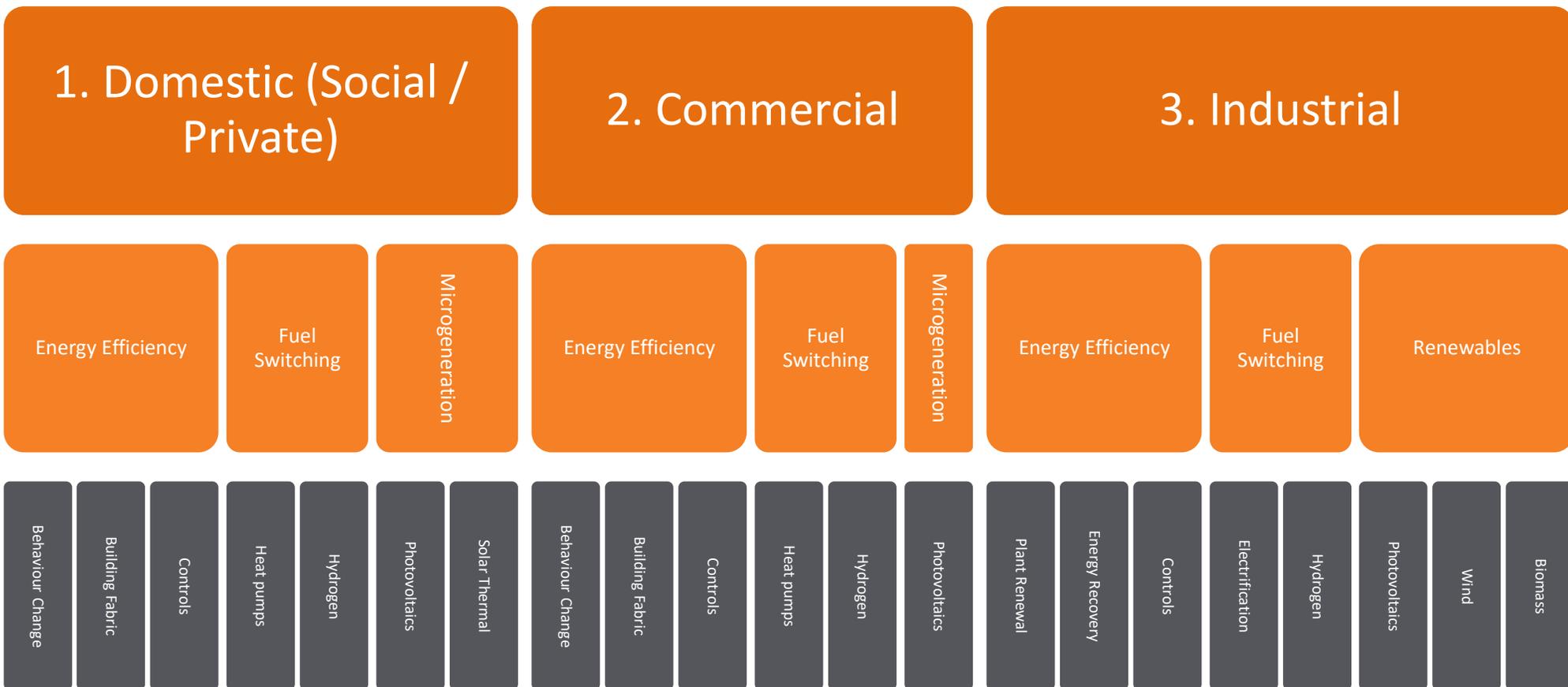
- Energy and carbon model
- Planned interventions
- Estimated cost and resource requirement
- Jobs and skills strategy

Next Steps

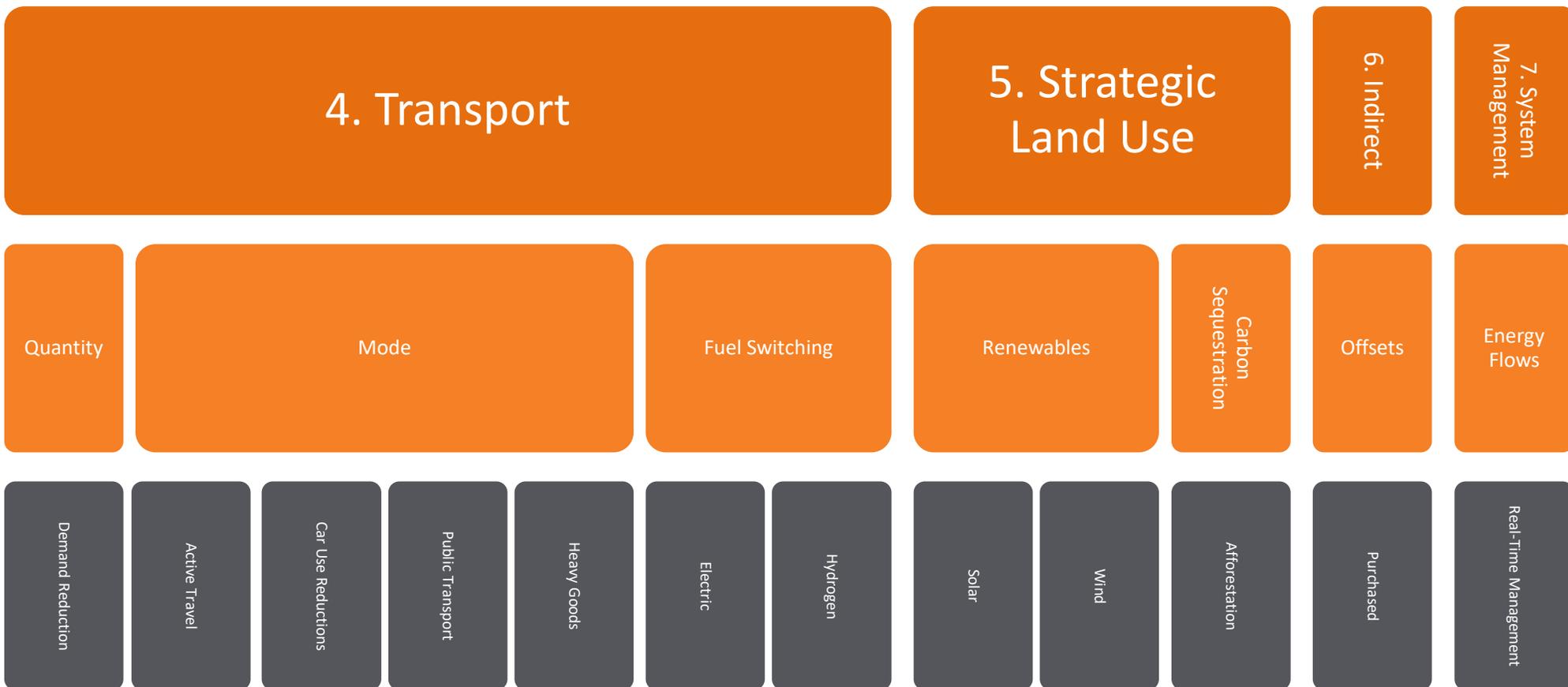
- Energy / Carbon Model
- Job, Skills, Resources
- Delivery Plan



Interventions



Interventions



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Environment & Energy Board

Date	15 October 2020
Report title	WM2041 Natural Capital Projects and Programmes
Portfolio Lead	Environment, Energy & HS2 - Councillor Ian Courts
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Ed Cox, Director of Public Service Reform email: ed.cox@wmca.org.uk tel: 07788 224179 Jackie Homan, Head of Environment email: jacqueline.homan@wmca.org.uk tel: 07584 449339

Recommendation(s) for action or decision:

The Environment & Energy Board is recommended to:

- (1) Agree to review the draft access to green space report produced by New Economics Foundation and to provide input and feedback into the findings.
- (2) Identify ways to work with the findings from the report.
- (3) Support the search for funding for community green grants and their implementation.
- (4) Advise on routes for West Midlands National Park engagement within the local authorities.
- (5) Provide links to key programmes of activity/ influential stakeholders that should be engaged with the West Midlands National Park programme.

- (6) Identify routes to help promote the Virtual Forest website and engage with the project.
- (7) Engage colleagues within their organisation to retrospectively add any tree planting to the total from January 2020.
- (8) Share tree planting plans for the 2020/21 season so they can be supported through the Virtual Forest platform.
- (9) Identify a target for tree planting up until the end of 2021 for each local authority.

1. Purpose

- 1.1 Natural capital has long been understood as having an important role in physical and emotional wellbeing, as well as in mitigating, and adapting to, the effects of climate change. This has been brought into sharp relief in recent months where access to high quality green space has played a critical role in wellbeing during Covid-19. However, access to this type of green space is not even across the UK, nor in the West Midlands, with people that typically live in deprived areas having less available to them. As part of the WMCA green recovery plan, and the WM2041 climate change plans, we have committed to redressing this through region-wide initiatives and this paper covers three of these: 1) a study on access to green space undertaken by the New Economics Foundation; 2) the West Midlands National Park; and 3) the Virtual Forest.

2. Background

- 2.1 We know there are considerable benefits to natural capital for physical and mental health, as well as for mitigation and adaptation to climate change. The UK National Ecosystem Assessment (NEA), funded by the Natural Environment Research Council, estimates the health benefits of living with a view of a green space are worth up to £300 per person per year, and that increasing green spaces could reduce rainwater run-off and urban flooding which costs around £270 million a year in England and Wales. We also know that people value green space, with 3 out of 4 people in England (76%) supporting the suggestion that nature could contribute to the economic recovery from Covid-19 (*RSPB: Recovering together: A report of public opinion on the role and importance of nature during and in our recovery from the Coronavirus crisis in England*).
- 2.2 Research by Fields in Trust, using the 2020 Green Space Index, finds there is the equivalent of 32.94 square metres (sqm) of publicly accessible park and green space provision per person in Great Britain. But, as population increases, by 2040 this figure will reduce by 7.57% to 30.44 sqm per person. In the West Midlands, this same data shows significant variation across the Combined Authority area in terms of access to green space and, by 2040, the data is showing that the West Midlands will fall below the minimum standard of provision. Further, recent research by the RSPB shows that 'people in the UK with an annual household income under £10,000 are 3.6 times more likely to have no outdoor space where they live, and about 40% less likely to live within a 10-minute walk of any publicly accessible natural greenspace than people with a household income of £60,000 or more'.
- 2.3 The projects presented as part of this report, and to the Environment and Energy Board meeting, are seeking to redress these inequalities and improve access to high quality green space for all people in the West Midlands Combined Authority. They range from community level projects, through to new visions for how we create our places that take account of landscape and industrial heritage.

2.4 Access to green space: work with the New Economics Foundation

The data referenced in 2.2 above indicates the inequality that exists in relation to accessing green space. This research has largely been undertaken through a national lens, thereby missing the detailed picture that exists locally and regionally. In order to understand what the sub-national situation looks like, the WMCA has commissioned the New Economics Foundation (NEF) to explore this data at a regional level. The aim is to further understand where there has been deficit of access to quality green space during Covid-19 lockdown with evidence that can support the targeting of programmes around natural capital and widening access. This builds on the commitment made in *WM2041: a programme for implementing an environmental recovery*, to identify a source of funding to support the roll out of community green grants as part of the regional green recovery from Covid-19.

2.5 As part of the work on widening access to green space, we identified the need to do the following:

- To provide an overview on the access people have to green space across the West Midlands Combined Authority area.
- To identify the neighbourhoods with low levels of access to green space.
- To work with the WMCA local authorities to supplement national data with locally gathered information.
- To provide analysis of this data so that we have a spatial overview of the West Midlands position.
- To understand good practice from other places in the UK and internationally that address the challenges of access to green space.
- To support the development of a proposal aimed at decision-makers and funders, based on the data gathered, to highlight where intervention should be made.

2.6 In response to these requirements, the NEF study began with desk-based research of publicly available data to develop an understanding of the demography across the West Midlands at a regional and local level, including some key socio-economic characteristics, for example ethnicity, age and income. It is important to note that the project has been limited by the quality and type of data available at the spatial level required. In addition to this, a number of data sources have been used to explore the levels and use of green space in the West Midlands e.g. Ordnance Survey Open Greenspace maps, ONS Access to gardens and public green space in Great Britain data release, and the Fields in Trust Green Space Index. Scoping interviews were offered to all the constituent local authorities to contextualise the data identified in the desk-based research and understand more about the communities.

2.7 Following the initial data gathering, the study has analysed the data gathered to understand how the proximity to green spaces, quality of the green spaces and how the amount of green space publicly available impacts on accessibility. It has also explored the relationship between green spaces and several socio-economic factors at MSOA or LSOA level to produce maps indicating where there is lack of access, due to distance or population pressure, based on a range of socio-economic characteristics.

- 2.8 The study has also provided a review of academic and grey literature to identify examples of successful interventions that address the challenges of access to green space from the UK and around the world. The research recognises that there is already a considerable amount of work happening across the West Midlands, but draws on other examples globally, and across the UK, to provide added insight.
- 2.9 The work undertaken to understand access to green space at a regional level has attracted considerable interest from environmental NGOs, as well as from Defra. The roll out of community green grants was part of the 'natural capital infrastructure' ask within the recent Comprehensive Spending Review submission and the WMCA Environment Team is continuing work to identify funding sources for this activity.
- 2.10 Recommendations for the Board:
- Agree to review the draft report produced by NEF and to provide input and feedback into the findings.
 - Identify ways to work with the findings from the report
 - Support the search for funding for community green grants and their implementation.
- 2.11 **West Midlands National Park**
The West Midlands National Park is a concept, developed and led by Birmingham City University, that unites the people of the West Midlands with their landscape, culture and heritage. Its purpose is to create a better quality of life, jobs and environment for the future with thriving, healthy and resilient communities. It has been featured in the UK Government's Landscape Review and backed by many local stakeholders. It resonates with the region's climate emergency response, WM2041, as well as with our 'brownfield first' approach to development, and the principles outlined in the Design Charter around local distinctiveness, climate resilience, wellbeing and stewardship.
- 2.12 The aim is for the West Midlands National Park to result in a region-wide spatial vision; provide an overarching context for a range of WMCA and post-Covid recovery interventions; and a roadmap to increased and inclusive regional prosperity, spatial and environmental justice and growth.
- 2.13 Potential West National Park projects might include:
- Sequences of parks and squares connecting communities across and through the West Midlands to create a walkable region.
 - Publicly accessible clean rivers, streams and working floodplains to walk and cycle along, and the start of long-distance journeys to the UK coast.
 - The sight and sound of nature all around, clean air, limited traffic, extensive garden and street planting, forests and woodlands to define the region.
 - Housing/development designed to exploit views, horizons, skylines and inherent beauty of the region (for future lockdowns).
 - Celebration of regional food, through allotments and urban agriculture networks, local food markets.
 - Networks of local supplies, shops, working places and circular economies.
 - Projects demonstrating carbon capture, the storage, cleansing and purification of flood and storm water.

2.14 There has been some thinking by Birmingham City University on what some of the initial projects might be and they are considering the following:

- **A plan for using parks as part of the regional recovery from Covid-19.** This has four elements to it:
 - Creating alternative futures for Birmingham City Centre. This would be a collaborative study to inform the radical rethink of the purpose, scope and economic viability of dense city centres in a post-Covid economy, climate emergency and the urgent need to kick start a green recovery.
 - The Knowledge District, including The Birmingham Central Park. Developing a spatial strategy for a Birmingham Central Park, the creation of the Knowledge District and the relationship of HS2 Curzon Street with its environment, all in the context of its canal and river network.
 - Birmingham National Ring Parks. This project will develop the economic case and the spatial strategy for the Birmingham National Ring Park; a green, healthy alternative to the notorious ring roads that encircle our cities, starting with Birmingham.
 - The WM City Centre Parks. Building on the success of the Black Country Urban Park and the Black Country Garden City, the WM Central Parks project will create a strategy for a series of central parks in each major city of the West Midlands.
- **A vision for the region's waterways.** Development of a vision for canal and river navigations, including the green energy and social agendas etc.
- **A spatial strategy for the Tame Valley and HS2.** A strategy to improve Multiple Deprivation Indices, encouraging integrated working and holistic solutions, bringing different disciplines, external investment and expertise together to achieve more whilst lifting aspirations and design quality.

2.15 Potential outcomes from the projects could include:

- Job opportunities and other purposeful activity associated with stewardship and activity around the WMNP projects and assets.
- Improved resilience to flooding and a reduction in the urban heat island effect.
- Improved understanding of the place identities of the West Midlands, within the region itself, nationally, and internationally.
- Increased land values.
- Increased investment profile for the region, particularly around green business and low carbon technology.
- Accelerated public service reform and policy interventions that underpin and accelerate the adoption of the WMNP approach.

2.16 It will be important to identify the key stakeholders that are critical for successful delivery of the West Midlands National Park and to bring them together in a formal partnership. As part of this there will be an influencing role for WMCA and the seven metropolitan authorities – the latter both as a shaper of place and a planning authority. There will also be roles for statutory and other organisations which shape the natural environment and its links to heritage: e.g. The Environment Agency, The Wildlife Trust, and The National Trust.

2.17 Recommendations for the Board:

- To advise on routes for engagement within the local authorities
- Providing links to key programmes of activity/ influential stakeholders that should be engaged

2.18 **Virtual Forest**

The West Midlands Virtual Forest was launched in January this year. The Virtual Forest website acts as a tool for recording and promoting tree planting in alignment with the WM2041 ambitions to plant a tree per head of population over the next 15 years. Tree planting is beneficial to the region in numerous ways; absorbing atmospheric carbon, providing valuable habitats, creating shade and reducing flood risk. Trees can also help improve physical and mental health.

2.19 The project works on a philosophy of ‘crowd planting’ and we will work in collaboration with a number of partner organisations such as local tree planting groups, local authorities, national charities (such as The Woodland Trust and Trees for Cities) and other groups with large scale tree planting initiatives. The site will also seek to link up trees, land and people able to assist with planting, as well as providing support on how to plant trees and how to get further involved with the initiative.

2.20 The first iteration of the West Midlands Virtual Forest website was functional but required some development to attain the level of functionality that we require to meet our ambitions. Over the summer we have worked with partner organisations to develop the site. The site was recently launched to stakeholders, which has given them further opportunity to provide final feedback ahead of a public launch which is due to take place this autumn. Once the site is formally launched (which will take place after some final user and accessibility testing) we will ask our partner organisations to record any tree planting retrospectively (from January 2020 onwards).

2.21 The tree planting season runs from late November until late March. The vast majority of tree planting activity will take place during this window. The period 28th November – 6th December is ‘tree week’ and there will be a busy schedule of planting activity over this period; this will be used as a springboard to publicise the new site.

2.22 Our ambition to see large scale public tree planting sessions is unfortunately on hold this year because of Covid-19 restrictions, and the uncertainty that this brings is providing challenges for our partner organisations. We are keen to continue to work with partner organisations to publicise activity, and the importance of tree planting, to enable people from across the West Midlands to get involved in some way this year. We are also seeking collaboration with stakeholders who are already planning on planting trees on private land to engage with the platform to help us reach our target.

2.23 Recommendations for the Board:

- Identifying routes to help promote the site and engage with the project.
- Engage colleagues within their organisation to retrospectively add any tree planting from early this year
- Sharing tree planting plans for the 2020/21 season.
- Identifying a tree planting target for each local authority up until the end of 2021.

3. Financial Implications

3.1 There are no direct financial implications from this report and the projects listed within it.

4. Legal Implications

4.1 There are no direct legal implications as a result of these programmes. We are working to comply with legal requirements around the Virtual Forest platform in relation to accessibility. For the other programmes, legal implications will emerge on a project-by-project basis.

5. Equalities Implications

5.1 The key equalities consideration is around the web platform for the Virtual Forest and ensuring that there is compliance with the new accessibility standards (valid from 23rd September 2020). There is considerable work taking place with the WMCA web team to ensure that this is the case.

6. Inclusive Growth Implications

6.1 WM2041 recognises the importance of social and economic co-benefits of addressing climate change, as well as how to achieve carbon reduction in a way that does not leave anyone behind. Widening access to natural capital for physical and mental health benefits, as well as improving the resilience of our communities with regard to climate change, will be a key part of this programme of activity.

7. Geographical Area of Report's Implications

7.1 The core work of the natural capital work will cover constituent local authorities of the West Midlands Combined Authority. However, parts of the programme will also encompass other parts of the WMCA/ West Midlands geography.

8. Other Implications

8.1 None.

9. Schedule of Background Papers

9.1 None.

Environment & Energy Board

Date	15 October 2020
Report title	Single Assurance Framework - Impact on Thematic Board Terms of Reference and Role
Portfolio Lead	Environment, Energy and HS2 - Councillor Ian Courts
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employees	<p>Ed Cox, Executive Director of Inclusive Growth & Public Service Reform email: ed.cox@wmca.org.uk tel: 07788 224179</p> <p>Julia Goldsworthy, Executive Director of Strategy email: julia.goldsworthy@wmca.org.uk tel: (0121) 214 7941</p> <p>Tim Martin, Head of Governance, Clerk & Monitoring Officer email: tim.martin@wmca.org.uk tel: (0121) 214 7435</p>

Recommendation(s) for action or decision:

The Environment & Energy Board is recommended to:

- (1) Consider the Single Assurance Framework requirements for Thematic boards.
- (2) Consider proposed Portfolio improvements for the Environment & Energy Board.
- (3) Endorse the amended Terms of Reference as set out in Appendix A

1. Purpose

- 1.1 On 24 July 2020 the WMCA Board adopted a revised 'Single' Assurance Framework following an internal review. The Assurance Framework sets out how the West Midlands Combined Authority (WMCA) will use public money responsibly, both openly and transparently, and achieve best value for money. The intent of the review undertaken was to streamline and improve decision-making, driving best practice and consistency.
- 1.2 The purpose of the Single Assurance Framework is to deliver the following:
- Deliver consistency and accountability within decision-making
 - Ensure ability to develop projects at speed whilst maintaining required development standards
 - Provide WMCA with Financial and Governance Protections for stewardship of public funds
 - Improve standards of project initiation, development, delivery and oversight
 - Ensure that there is alignment between organisational objectives and outputs - "the Golden Thread"
- 1.3 On the 25 June 2020 the Environment Board considered a report on the future focus of the Board and its future terms of reference, this report made reference to the implications on Thematic Boards of the Single Assurance Framework.

2. Single Assurance Framework – Implications for Thematic Boards

- 2.1 The Single Assurance Framework (SAF) has implications for Thematic Boards, it requires each Thematic Board to undertake a set of core roles. The intention of the core roles is to ensure that Thematic Boards are applying the appropriate oversight, support and portfolio development roles required to support the key principles and application of the SAF.
- 2.2 The proposed core roles for each Thematic Board are as follows:
- i. **Play a key role in developing and approving the Portfolio Annual Business Plan** - ensuring that it demonstrates a clear 'golden thread' to the WMCA Annual Plan and strategic objectives, highlighting prioritisation considerations where appropriate and then supporting and challenging delivery.
 - ii. **Provide oversight of the Portfolio Delivery Programme** - taking ownership of supporting and challenging the Lead Member on the pipeline and monitoring its content, providing feedback to Business Areas (but not instruction) and performance managing bids and project development to ensure delivery of the golden thread.
 - iii. **Advise on major policy change within Portfolio** - Consider and advise upon major policy change within their thematic area, delivering expert stakeholder engagement and ensuring ownership and accountability.
 - iv. **Performance manage Portfolio project delivery** - at thematic level (below strategic), ensuring effective and appropriate challenge to the delivery of projects and programmes, ensuring the continued delivery of the golden thread
- 2.3 In order to support delivery of these core roles each Portfolio will be required to produce a Delivery Programme that sets out all bids, developing projects and projects in delivery within that Portfolio. The Pipeline will be expected to include key details about the project, the stage that it is at and be open for review, challenge and support through the relevant Thematic board.

2.4 Each Delivery Programme will be regularly updated and will be available to view by its Thematic Board. Each Delivery Programme will also feed into the WMCA Activity Register which is a new central register of all WMCA activity.

3. Thematic Board – Portfolio Improvements

3.1 As part of the work undertaken through the Single Assurance Framework Project, further review of Thematic Boards took place as part of the response to the Internal Project Governance Review which had highlighted inconsistent practices and approaches being taken by Thematic Boards and the negative impact this inconsistency has, alongside consensus opinion at a senior officer level that Thematic Boards were not contributing to the delivery of outputs and strategic objectives.

3.2 As a result the Senior Leadership Team tasked the Single Assurance Framework Project with developing proposals for a consistent role, purpose and approach to Thematic Boards to help drive effective, clear and accountable decision-making, ensure appropriate political oversight and support for Portfolio Leads and to support the intent to deliver a 'Golden Thread' from strategic objective through initiation, development, delivery and evaluation within the WMCA.

3.3 This work was in addition to the developing SAF core roles that would be required to be delivered at each Thematic Board.

3.4 This work has led to the drafting of a standardised Terms of Reference for Thematic Boards that is intended to deliver a consistent approach to Thematic Boards across the WMCA as well as support the Single Assurance Framework core role requirements.

3.5 The work undertaken to provide a more consistent approach across Thematic Boards and therefore deliver consistent application of standards recommends the following:

- Each Thematic Board to play a key role in the oversight and management of the development and delivery of Portfolio projects, ensuring that they are contributing to the delivery of WMCA Strategic Objectives.
- Relevant Portfolio Lead to chair each Thematic Board
- Membership to consist of 7 Constituent Council representatives, preferably the relevant Cabinet Member for each Constituent Authority
- Membership to consist of 1 non-con council representative per county area (Warwickshire, Shropshire, Worcestershire, Staffordshire) and for the representative to be a relevant Cabinet Member where possible
- Membership to consist of representative from each LEP (3 members)
- Membership to consist of additional portfolio specific membership dependent on each Thematic area
- Minimum of 4 Thematic Board meetings per year in order to ensure consistent quarterly review of Portfolio Delivery Programme
- Quorum of Portfolio Lead + a third of voting members

3.6 As stated above the intention of the proposed consistencies and the SAF core roles is to provide a consistent role, purpose and approach across all the Thematic Boards to help drive effective, clear and accountable decision-making, ensure appropriate political oversight and support for Portfolio Leads and to support the intent to deliver a 'Golden Thread' from strategic objective through initiation, development, delivery and evaluation within the WMCA.

3.7 Engagement has taken place with the Executive Director of Public Service Reform & Inclusive Growth in developing the SAF and the Thematic Board consistency approach as set out above. In addition, this engagement has covered Portfolio specific opportunities to improve the application of the Environment and Energy Board and its role.

- 3.8 The report to the Environment Board in June 2020 explained how the synergies between the work on environment and energy meant that the Environment Board should seek to become the Environment and Energy Board, receiving updates and making decisions on the work on WM2041 (the WMCA's climate change plan) as well as work undertaken by Energy Capital.
- 3.9 The report also led to discussion by the board around the opportunity to consider the membership on the Environment and Energy Board going forward, considering other key stakeholders that should be part of the governance arrangements. As a result, the Board agreed that the Environment Agency should be asked to become a member of the Board.
- 3.10 A key role for each Thematic board is to provide support to the Portfolio Lead, engagement with the Executive Director has help develop an amended list of functions for inclusion in the Terms of Reference to provide this support.
- 3.11 All of the requirements set out in this report, the SAF core roles, the consistency improvements and the developments to better support Portfolio Leads have resulted in an amended term of reference for the Wellbeing Board being proposed for endorsement. These Terms of Reference are detailed in **APPENDIX A**.
- 3.12 The Environment and Energy Board is asked to consider the content of this report and endorse the Terms of Reference proposed in Appendix A.

4. Financial Implications

- 4.1 There are no direct spend or budgetary implications as a result of the recommendations within this report. The assurance frameworks and delegated approval structures detailed within this report are considered to be appropriately designed to ensure WMCA deliver value for money against all its investments and that the financial controls and checks required to deliver those investments are robust.

5. Legal Implications

- 5.1 It is a statutory requirement that the Combined Authority has an assurance framework in place.
- 5.2 There are also statutory duties on the Authority in relation to best value and securing the best use of public money in terms of projects and spending. Failure to have a robust assurance framework in place would result in action by the Authority's internal and external auditors and would affect the value for money judgement provided on an annual basis. It could also result in action being taken by the WMCA Statutory Officers

6. Equalities Implications

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

7. Inclusive Growth Implications

- 7.1 The WMCA has developed its own standards that it wishes to drive through its projects and programmes, one of which is consideration and development of Inclusive Growth. Continued regional inequalities and the impact of Covid-19 on some groups reinforces the need for the WMCA to continue to develop processes and initiatives to drive inclusive growth.

8. Geographical Area of Report's Implications

8.1 The Assurance Framework applies to any relevant activity across both Constituent and Non-constituent areas.

9. Other Implications

9.1 None.

10. Schedule of Background Papers

10.1 ARAC September 2019

10.2 ARAC November 2019

10.3 ARAC July 2020

10.4 WMCA Board July 2020

11. Appendices

11.1 Appendix A – Proposed Terms of Reference for Environment and Energy Board

ENVIRONMENT & ENERGY BOARD

Terms of Reference

<p>Purpose:</p>	<p>The Board will play a key role in the oversight and management of the development and delivery of Environment and Energy projects, ensuring that they are contributing to the delivery of WMCA strategic objectives and the WM2041 climate change plan.</p> <p>The Board will receive updates from Energy Capital as and when appropriate.</p>
<p>Accountable to:</p>	<p>WMCA Board</p>
<p>Membership:</p>	<p><u>Voting Members:</u></p> <ul style="list-style-type: none"> ○ Chaired by WMCA Portfolio Holder for Environment & Energy ○ Constituent Members – Relevant Cabinet Member as determined by each Constituent Council ○ Non-Constituent Members – 1 Representative per county area (Warwickshire, Shropshire, Worcestershire, Staffordshire) Representative to be a relevant Cabinet Member where possible ○ LEPs – Representative from each LEP Area <p><u>Non-Voting Members:</u></p> <p>The following subject specific guests will be invited to future Board meetings:</p> <ul style="list-style-type: none"> ○ Energy Capital ○ Environment Agency
<p>Chair:</p>	<p>The Chair will be the Portfolio Lead for Environment, Energy and HS2</p>
<p>Functions:</p>	<ul style="list-style-type: none"> ● To review, monitor and approve the Environment & Energy Annual Business Plan, ensuring that it demonstrates a clear golden thread to the WMCA Strategic Objectives and delivery of WM2041, highlighting prioritisation considerations where appropriate and supporting and challenging delivery of the Plan. ● Consider the Environment & Energy Portfolio Delivery Programme in order to monitor its content, providing feedback to the Business Area and performance managing project development ● To consider and advise upon major policy change within the Environment & Energy Portfolio ● To performance manage the delivery of projects detailed within the Environment & Energy Portfolio Delivery Programme at Portfolio level, ensuring effective and appropriate challenge to the Business Area and stakeholders ● To provide co-ordination and direction on strategic matters relating to the portfolio needs of the region.

	<ul style="list-style-type: none"> To provide the forum for facilitating strategic conversations between the local authorities, stakeholders and WMCA on matters relating to environment and energy. <p>Support Environment & Energy Portfolio Holder by:</p> <ul style="list-style-type: none"> Providing advice and support to WMCA activity Helping engage with wider stakeholder networks and activity Identify and scale up existing good practice within the WMCA area Identify and secure resources to deliver new opportunities To provide co-ordination and direction on strategic policy and delivery matters relating to the environment & energy development needs of the region. To provide the forum for facilitating strategic conversations between the WMCA and local authorities on developing environment & energy improvements for the West Midlands To ensure alignment with other WMCA-led strategies and programmes To recommend and endorse bids for government funding to the WMCA Board. To collaborate with those external organisations that also have responsibility for environment & energy delivery and policy. On behalf of the WMCA, to lead dialogue with the Government on the West Midlands environment and energy agenda, and as part of devolution negotiations with Government, to lead on developing propositions and asks that relate to environment & energy policy and delivery.
Voting:	<p>All Members will have one vote each.</p> <p>The Chair will have a casting vote if required.</p>
Quorum:	WMCA Portfolio Lead + Third of Voting Members
Frequency:	Minimum of 4 times a year or more frequently as required to discharge its responsibilities
Servicing:	Meetings will be serviced by the WMCA's Governance Services Team.
Review:	These terms of reference should be reviewed on an annual basis.

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Environment & Energy Board

Date	15 October 2020
Report title	WM2041 Programme Update
Portfolio Lead	Environment, Energy & HS2 - Councillor Ian Courts
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Ed Cox, Director of Public Service Reform email: ed.cox@wmca.org.uk tel: 07788 224179 Jackie Homan, Head of Environment email: jacqueline.homan@wmca.org.uk tel: 07584 449339

Recommendation(s) for action or decision:

The Environment & Energy Board is recommended to:

- (1) Review the WM2041 programme update and provide comment/ insight into the work being taken forward.
- (2) Identify areas of particular interest where there could be potential for specific collaboration with other work and stakeholders.
- (3) Agree the scope of work, which will form the work programme for the Environment & Energy Board identified in Item 3.
- (4) Provide feedback on how members would like to be engaged or informed on specific areas as the programme develops, outside of any Board meetings.

1. Purpose

- 1.1 The WM2041 programme, approved at the WMCA Board on 5 June, is delivering on a number of priority areas to help the WMCA region achieve net zero carbon emissions by 2041. The projects that comprise this programme are at different stages of maturity, although ultimately there will need to be delivery across all of them to deliver the system changes required to address climate change. This report gives a high-level overview of those projects, most of which will come to future Environment and Energy Board meetings.

2. Background

- 2.1 On 5 June the WMCA Board approved the paper: *WM2041: a programme for implementing an environmental recovery*. This paper outlined the projects and programmes that we would begin to deliver immediately, and that could support the regional recovery from Covid-19; priorities for the next 12 months; as well as those actions that would require medium-term planning.
- 2.2 The paper attached to this report outlines the progress that the WMCA is making across these priority areas that include: mobility (including active travel and electric mobility), circular economy, the energy transition, the built environment (both new build and retrofit) and natural capital. We also touch on the Five Year Plans, although this has been covered more extensively in the relevant agenda item.
- 2.3 In addition to the work on specific projects and programmes, the WMCA Environment Team is also working to develop relationships with a wide range of stakeholders that will be essential to the success of WM2041. Examples of these initiatives include:
- Programmes to support behaviour change; this was something that people asked for support with as part of the WM2041 consultation. We recently ran a '5 top tips' campaign linked to Zero Emissions Day and we are signing up to the Count Us In initiative, a global behaviour change campaign around climate change.
 - Work with business, particularly the development of a business pledge and associated action plan to support and work with businesses of all sizes on their climate change plans.
- 2.4 The delivery of the WM2041 programme also relies on working closely with the local authorities and their climate change action plans. The WMCA Environment Team works with the officers supporting climate change and carbon reduction in each of the constituent local authorities, through a Low Carbon Officers Group, to maximise the potential for collaboration and shared learning around the work being undertaken.
- 2.5 The Single Assurance Framework references the need for thematic boards to have a 'Portfolio Delivery Programme'. The programme overview presented here is that pipeline of projects and programmes that the WMCA Environment Team and partners will be working on over the next 12 months to support progress towards the WM2041 net zero carbon emissions target date.

3. Financial Implications

- 3.1 The financial implications will emerge on a project-by-project basis. It is the aim of the Five Year Plans to understand the financing required for delivery.

4. Legal Implications

- 4.1 There are no specific legal implications for the programme as a whole. Legal implications will be understood as part of the programme delivery for each project.

5. Equalities Implications

- 5.1 There are no specific equalities implications from this report – these will be assessed as project plans are progressed in more detail.

6. Inclusive Growth Implications

- 6.1 We see the delivery of WM2041 as being very closely tied to the WMCA inclusive growth agenda and it will form a key part of the projects and programmes developed. Ensuring the climate change transition is fair and provides opportunities and improvements in quality of life for people across the West Midlands is a fundamental part of our approach to delivery.

7. Geographical Area of Report's Implications

- 7.1 The WM2041 target was produced on a 3 LEP geography. The focus of much of the work will be on the 7 constituent authorities, but there will be some programmes where we will make links with non-constituent members.

8. Other Implications

- 8.1 None.

9. Schedule of Background Papers

- 9.1 Appendix

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WM2041 – Programme update

This WM2041 programme update provides the latest progress on activity since the approval of 'WM2041: a programme for implementing an environmental recovery', which was approved by the West Midlands Combined Authority Board in June 2020.

Background

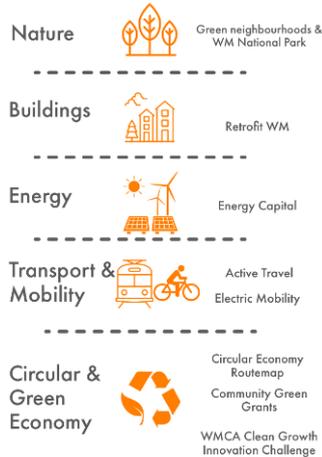
1. In June 2019, the WMCA declared a climate emergency and the Combined Authority Board received a paper from the Tyndall Centre in July, outlining the trajectory that would be necessary in order to reach net zero carbon emissions by 2041. This work includes two interim carbon budgets of 36% reduction by 2022 and 69% reduction by 2027. The focus is on a rapid transition towards a zero-carbon future where action must be 'front-loaded' – we will need to meet year-on-year carbon emissions reductions of 13% to reach that target.
2. Following the production of the target, a 'green paper' was written to indicate how the region could take action in order to reach net zero carbon emissions by 2041. The paper contained 73 actions of varying scale, complexity and investment requirement and was approved by the Combined Authority Board on 17th January 2020. The green paper was formally launched at an event on 23rd January 2020, which began the period of consultation until 12th March 2020.
3. The unfolding events of the pandemic resulted in the feedback from the consultation being combined into priority actions for a 'green recovery' from Covid-19; *WM2041: a programme for implementing an environmental recovery*, which was approved by the CA Board in June 2020. The paper proposed three categories for action:
 1. **Urgent action for 2020:** activities that will have immediate impact and/or set a clear direction of travel for the kind of recovery we expect in the West Midlands.
 2. **12-month priorities:** activities that need to be pursued over the next 12 months as key priorities within the wider recovery programme.
 3. **Five year plan 2021-26 priorities:** the mid-long term programmes that need to be developed to ensure we are on track to deliver our net zero carbon target.

Updates for each of the three categories are provided below.

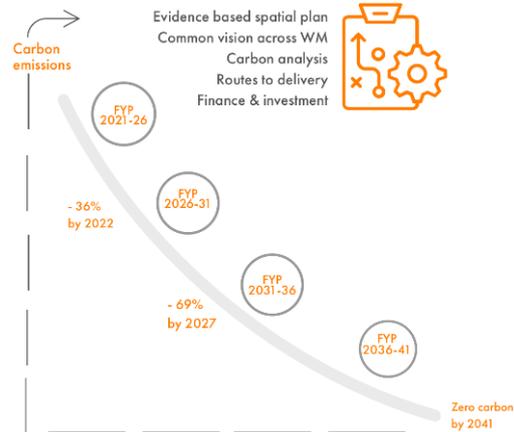
WM2041 Programme



2 2020 Activity



3 WM2041 Five Year Plans



1. Urgent action 2020

<p>West Midlands Green Innovation Challenge</p> 	<p>This WM Green Innovation Challenge will support the work of innovative SMEs across the region, particularly in finding solutions to some of our most pressing challenges. WMCA Environment Team are working with the 5G Accelerator and have identified a range of challenges relating to WM2041 that will be addressed by SMEs through the SPRING programme (touching on energy, natural capital, circular economy, build environment and behaviour change). We are finalising arrangements with several private sector partners who also share an interest in the solutions to these challenges. The programme was launched for applications in late September 2020 and will begin in January 2021.</p>
<p>WM Circular Economy</p> 	<p>Circular economy and resource efficiency has the potential to create jobs and economic growth across the region. A WMCA Environment Team workshop with 40 regional stakeholders took place in early September and an online survey received 54 responses. The results of these engagements will shape the immediate work that can be developed with existing activity. A taskforce will also be set up, to support the production of a routemap for the region, to run from October to early 2021 (also see section in 12 month priorities).</p>
<p>Active Travel</p> 	<p>Active travel came out as most popular approach for tackling climate change in the WM2041 consultation process that took place Jan – March 2020. This is a TfWM-led programme that has recently received a large investment from</p>

<p>Active Travel</p> 	<p>Department for Transport via the Emergency Active Travel Fund (EATF). Tranche 1 awarded the West Midlands a total of £3.45 million which has delivered:</p> <ul style="list-style-type: none"> • 50 infrastructure schemes across all LA's for pop up cycle lanes, pavement widening, cycle parking schemes and road closures. • To support this infrastructure TfWM have delivered a package of 8 supporting measures including: <ul style="list-style-type: none"> ○ Cycle parking to approximately 250 organisations with free cycle parking measures (in conjunction with Park that Bike). ○ Love to Ride, an online engagement platform encouraging more people to cycle and walk. ○ Social prescribing pilot in the Black Country looking at using cycling and walking as an incentive for recovery for patients at doctor's surgeries. • Expansion of the Active Travel Partnerships including a new British Cycling Recreation Officer, a third Living Streets Officer to deliver the Little Feet programme encouraging parents to walk children to nurseries and early years and a third Cycling UK Officer to cover Coventry and Solihull. • Roll & Stroll, a regional campaign launched to promote cycling and walking. <p>A bid for Tranche 2 has been submitted with an indicative allocation of £13.6 million with an announcement expected in early October.</p>
<p>Reinforcing the region's energy infrastructure to support green growth</p> 	<ul style="list-style-type: none"> • One of Energy Capital's main priorities is to ensure that the cost of connecting to energy infrastructure does not inhibit economic growth across the region. In August, the SED Board endorsed Energy Capital's proposed approach to engaging with the regional energy network operators (DNOs), both with and on behalf of, the constituent members, to get a better outcome for the region from current and future energy infrastructure price control negotiations. • This process recognises that local authorities will still need to lead the engagement for their areas and liaise with the DNOs, particularly the spatial planners. Energy Capital will support this process and provide the specialist technical and commercial expertise in energy infrastructure to make sure we get engagement at the right levels and that the data and information provided to local stakeholders is discernible and meaningful. They are now engaging with the DNO, local authorities and LEPs to formalise this approach. • On the 11th Sept, Energy Capital also presented to the Devolution Sub-Group and obtained support for seeking statutory recognition for the role of local government in this space, through the devolution process.
<p>Community Green Grants pilot</p> 	<p>WMCA Environment Team commissioned the New Economics Foundation to identify where there is currently deficit of access to green space across the West Midlands region, and how this overlaps with socio-economic characteristics (age, BAME groups and indices of multiple deprivation). The next steps for this work will be used to develop a programme for targeting green grants that reduce the deficit. Defra have expressed interest in this work and it is included in the CSR asks. There has been interest from NGOs to collaborate through funding routes they are able to access, as well as local authority officers.</p>

<p>Communications and behaviour change</p> <p>#WM2041</p>	<p>The WM2041 Communications Plan ensures that progress across WM2041 programmes translates into press releases and engagement with the public and relevant stakeholders to inspire, engage and inform them. A soft market testing exercise is underway to understand how WMCA can most effectively engage people in climate change issues and actions.</p> <p>WMCA was also a founding partner for the global pledge initiative, Count Us In, that launched on 10th October and seeks to mobilise 1 billion people to take practical steps that when aggregated, will make a significant impact in reducing carbon pollution and challenge leaders to act boldly to deliver global systems change.</p>
<p>West Midlands Green Financing</p>	<p>The Five Year Plans (outlined below) will provide the high level programmes, scale of investment and carbon saved. This will provide us with a better understanding of the financing routes required to deliver on the outcomes.</p>

2. 12-month priorities: acceleration and embedding phase

<p>A regional retrofit programme</p> 	<p>Having secured funding from the WMCA Innovation Board, Energy Capital are building a programme across the West Midlands with partners that looks at both the immediate need to tackle regional fuel poverty, as well as how we scale up retrofit across the region. As part of this collaboration, 6 working groups are being established, to cover the two key work areas, as well as the cross-programme issues of customer engagement, green finance, skills and training and governance.</p> <p>The partnership is currently working together and considering how to best access government funding streams which have recently been announced and has also been successful in bringing new funding into the region, which will be announced shortly once the embargo is lifted.</p>
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<p>Zero carbon homes charter and routemap</p> 	<p>In April 2020, Housing & Land Delivery Board agreed a programme of work to deliver zero carbon homes by 2025. This includes production of a zero carbon homes charter and routemap. Useful Projects have been appointed to develop and co-ordinate WMCA’s Zero Carbon Homes programme. This commission will deliver three outputs agreed by the Board, which are essential to understanding the current and potential performance of the region in respect to zero carbon development and the associated costs:</p> <ol style="list-style-type: none"> 1. A Baseline Gap Analysis (complete)– evaluating the performance of homes currently being delivered in the region, assessing the performance gap to achieve zero carbon and modelling four scenarios to bridge this gap. 2. A Zero Carbon Homes Charter (underway) – framing WMCA and its partners commitment to and objectives for zero carbon homes 3. A Zero Carbon Homes Routemap (Dec 2020) – with an implementation plan for the charter, plus short and medium-term goals to meet the 2025 commitment. <p>WMCA have established a Zero Carbon Homes Taskforce, which will meet three times between October and December. Julie Hirigoyen, Chief Executive of UKGBC, will chair the Taskforce and membership will represent a range of sectors and areas of expertise, including innovation, finance, engineering, training providers, supply chain, architects and developers.</p>
<p>WM Circular Economy routemap and action plan</p> 	<p>Building on the early engagement and formation of a taskforce, the WM Circular Economy Routemap will outline the opportunities for new job creation and business development in the region, whilst preventing unnecessary waste products and materials. The WMCA Environment Team will be working with experts from across key sectors to understand how we engage businesses, the public sector and communities in identifying waste flows and new processes to understand the common barriers, opportunities and new approaches that create the conditions for collaboration that a circular economy relies upon.</p>
<p>Green neighbourhoods, natural capital and a WM National Park</p> 	<p>There are three different projects within this area of work:</p> <ol style="list-style-type: none"> 1. Community green grants (covered above) – this will begin with a pilot, but we would hope to sustain the work into the longer-term if we can identify a funding source. 2. WM Virtual Forest – the website will be relaunched this autumn to support efforts to reach 4m trees planted across the WMCA geography and help to co-ordinate the work of regional tree planting groups. A soft launch took place with local stakeholders on 24th September. Tree planting season begins in November. 3. West Midlands National Park - we have continued to work with BCU to identify a full project pipeline to begin to deliver on the WMNP activity and the governance arrangements around it. A funding ask has been included in the CSR request.

<p>Electric mobility</p> 	<ul style="list-style-type: none"> • The Ultra-Low Emission Vehicle (ULEV) programme being led by Energy Capital and TfWM is developing along two themes; mass roll out and strategic/rapid charging stations. At a strategic level Energy Capital are working with National Grid to position for funding expected to be released by OLEV shortly (Project Rapid). We hope to influence national funding to support schemes in the region such as the strategic/rapid charging station being developed in Ansty, Coventry. Here a number of transport and energy projects are being co-located to maximise benefit to both the system and the locality. Funding to develop the Strategic Outline Case has been obtained through Midlands Energy Hub and a draft report will inform the wider regional strategy. • Energy Capital held a workshop with TfWM on 11 Sept, which mapped all transport transition programmes across the region with the aim of understanding the future impact on the underlying energy system of these projects. This is part of a process to ensure integration of workstreams and cohesion of strategy across Energy Capital, TfWM and #WM2041. • Energy Capital have also been working closely with the data insights team and have compiled the energy and transport data which we have access to, into an online portal, which will showcase the work being undertaken on local energy systems.
<p>Disclosing carbon emissions to the Carbon Disclosure Project (CDP)</p>	<p>This is a global initiative, which includes private and public sector organisations reporting on their activities to address carbon emissions, as well as their progress towards reduction targets. The WMCA Environment Team submitted the report in August and expect to receive feedback in November.</p>
<p>WM2041 Business Pledge</p> <p>#WM2041</p>	<p>The idea of a WM2041 business pledge came through the Mayor’s Economic Impact Group (EIG) in summer 2020.</p> <p>The Environment Team subsequently held an online workshop with ten EIG businesses and business network leaders of different sizes and sectors in September, to help shape the scope of a pledge and to propose actions that would support its delivery. Sustainability West Midlands are now engaged in the finalising the pledge and action plan, to ensure it aligns with other regional business networks and provides real value to businesses in the region, whilst supporting delivery of WM2041.</p>

3. Five Year Plan 2021-26

Background

The five-year delivery plans (four in total) will provide targets, interim carbon budgets and other metrics in support of delivering the zero carbon target for the West Midlands by 2041. The first Five Year Plan (FYP) will provide:



Project Delivery

The Environment Team has commissioned WSP to help produce the FYP. In addition to the above, the work will also include a detailed study of the jobs and skills that will be required to deliver WM2041 and identify the routes to ensure they are in place.

Successful delivery will depend on the engagement of stakeholders in the region. This will include:

- Close collaboration with local authorities. Most local authorities in the region now have their own carbon reduction plans that will form an essential part of understanding the activity across the West Midlands and the FYP will group it into delivery activity.
- We are looking to engage with Leaders and Chief Executives to ensure coordination around strategy and delivery and how WMCA and LAs work together where appropriate.
- Wider engagement will also be required to build an ongoing programme with the people of the region. External engagement will take place largely through existing networks and includes:
 - Delivery organisations – e.g. utilities, other public bodies, private sector
 - Active participants and allies – e.g. those already engaged on environment agenda and working with WMCA
 - Passive / opposers – e.g. those not yet engaged but important to delivery
- WSP have costed the option of running a public assembly to get wider input into the FYPs.

Timescales

Project Stage	Includes	Estimated Target Date
Project start	Kick-off meeting with consultants	September 2020
Stakeholder Engagement	Stakeholder mapping	September 2020
	WM Local Authority Working Group	Ongoing
	Internal Cross-Directorate Working Group	Ongoing
	WM LA CX and Leaders engagement	October/ November 2020
	External engagement	October/ November 2020
Draft	Produce draft FYP	November December 2020
Final Document	Produce final FYP	December 2020
Briefings and Approvals	Briefing to Environment Board for update	September 2020
	Environment Board for update	November 2020
	Environment Board for approval	December 2020

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