



WMCA Board

Date: Friday 18 March 2022

Time: 11.00 am **Public meeting** Yes

Venue: Civic Centre, St Peter's Square, Wolverhampton, WV1 1SH

Membership

Constituent Members

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

Councillor Adrian Andrew
Councillor Mike Bird
Councillor Ian Brookfield
Councillor Kerrie Carmichael
Councillor Ian Courts
Councillor Maria Crompton
Councillor George Duggins
Councillor Patrick Harley
Councillor Brigid Jones
Councillor Abdul Khan
Councillor Stephen Simkins
Councillor Ian Ward

Appointing Authority

Mayor of the West Midlands Combined Authority
Solihull Metropolitan Borough Council

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

Non-Constituent Members

Anita Bhalla

Councillor Shaun Davies
Councillor Matthew Dormer
Councillor Tony Jefferson
Councillor Sebastian Lowe
Councillor Olivia Lyons
Councillor Jeremy Oates
Councillor Lezley Picton
Councillor Izzi Seccombe
Tom Westley
Councillor Kristofer Wilson
Sarah Windrum

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

Councillor David A Wright

Observers Awaiting Membership

Councillor Andrew Day
Mandy Thorn

Warwick District Council
The Marches Local Enterprise Partnership

Co-Opted Member

Lee Barron

Midlands Trades Union Congress

Observer Members

Councillor Greg Brackenridge
Simon Foster

West Midlands Fire Authority
West Midlands Police & Crime Commissioner

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

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

Contact	Dan Essex, Governance Services Manager
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AGENDA

No.	Item	Presenting	Pages
Items of Public Business			
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 - 11 February 2022	Chair	1 - 6
5.	Forward Plan	Chair	7 - 10
6.	Trailblazer Devolution Deal	Chair	11 - 18
Finance			
7.	Financial Monitoring 2021/22	Councillor Bob Sleigh	19 - 88
8.	Independent Remuneration Panel	Councillor Bob Sleigh	89 - 92
Housing & Land			
9.	The Marches Help to Own Project, Wolverhampton	Councillor Mike Bird	93 - 98
Inclusive Communities			
10.	Equality Scheme 2022-24	Councillor Brigid Jones	99 - 102
Transport			
11.	City Region Sustainable Transport Settlement	Anne Shaw	103 - 116
12.	Outline Business Case: EV CATS - Electric Vehicle Charging Area Transit Stations	Anne Shaw	117 - 126
13.	Sprint - A34 Walsall to Birmingham and A45 Birmingham to Airport and Solihull Phase 2 Funding Confirmation	Anne Shaw	127 - 134

14.	Metro - Depot Expansion Business Case for City Region Sustainable Transport Settlement	Anne Shaw	135 - 140
15.	Metro - Power Supply Business Case for City Region Sustainable Transport Settlement	Anne Shaw	141 - 146
Overview & Scrutiny			
16.	A Review of the WMCA's Housing & Land Policy: Helping to Deliver Affordable and Social Housing	Councillor Lisa Trickett	147 - 152
Minutes			
17.	Economic Growth Board - 2 February 2022	Councillor Ian Brookfield	153 - 158
18.	Transport Delivery Committee - 7 February 2022	Councillor Kath Hartley	159 - 164
19.	Investment Board - 14 February 2022	Councillor Bob Sleigh	165 - 172
20.	Housing & Land Delivery Board - 2 March 2022	Councillor Mike Bird	173 - 178
21.	Overview & Scrutiny Committee - 7 March 2022	Councillor Cathy Bayton	179 - 186
22.	Young Combined Authority - March Update	YCA representatives	187 - 188
Items of Private Business			
23.	Exclusion of the Public and Press [In accordance with s100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business as they are likely to involve the disclosure of exempt information as specified in the paragraphs of the Act.]	Chair	None
24.	Senior Leadership Team Appointments	Chair	189 - 192
Transport			
25.	Outline Business Case: EV CATS - Electric Vehicle Charging Area Transit Stations	Anne Shaw	193 - 202
26.	Sprint - A34 Walsall to Birmingham and A45 Birmingham to Airport and Solihull Phase 2 Funding Confirmation (private appendices)	Anne Shaw	203 - 232
Date of Next Meeting			
27.	Friday 10 June 2022 at 11.00am	Chair	None



**West Midlands
Combined Authority**

WMCA Board

Friday 11 February 2022 at 11.00 am

Minutes

Constituent Members

Andy Street (Chair)	Mayor of the West Midlands
Councillor Mike Bird	Walsall Metropolitan Borough Council
Councillor Ian Brookfield	City of Wolverhampton Council
Councillor Ian Courts	Solihull Metropolitan Borough Council
Councillor George Duggins	Coventry City Council
Councillor Patrick Harley	Dudley Metropolitan Borough Council
Councillor Brigid Jones	Birmingham City Council
Councillor Stephen Simkins	City of Wolverhampton Council
Councillor Bob Sleigh	Solihull Metropolitan Borough Council

Non-Constituent Members

Councillor Matthew Dormer	Redditch Borough Council
Councillor Lezley Picton	Shropshire Council

Observer Members

Councillor Greg Brackenridge	West Midlands Fire Authority
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In Attendance

Councillor Cathy Bayton	Overview & Scrutiny Committee
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In Attendance via Microsoft Teams

Councillor Andrew Day	Warwick District Council
Councillor Kath Hartley	Transport Delivery Committee
Talha Ikhlq	Young Combined Authority
Councillor Tony Jefferson	Stratford-on-Avon District Council
Councillor Sebastian Lowe	Rugby Borough Council
Councillor Olivia Lyons	Cannock Chase District Council
Councillor Jeremy Oates	Tamworth Borough Council
Councillor Izzi Seccombe	Warwickshire County Council
Hamaam Shire	Young Combined Authority
Mark Smith	Audit, Risk & Assurance Committee
Gary Taylor	Greater Birmingham & Solihull Local Enterprise Partnership
Councillor Kristofer Wilson	Nuneaton & Bedworth Borough Council

109. Apologies for Absence

Apologies for absence were received from Anita Bhalla (Greater Birmingham & Solihull LEP), Councillor Kerrie Carmichael (Sandwell), Councillor Maria Crompton (Sandwell), Councillor Shaun Davies (Telford & Wrekin), Councillor Abdul Khan (Coventry), Councillor Ian Ward (Birmingham) and Sarah Windrum (Coventry & Warwickshire LEP).

110. Chair's Remarks

(a) Councillor David Vickers

The Chair noted the sad death of Councillor David Vickers, Deputy Leader of Dudley Metropolitan Borough Council and member of this board. He paid tribute to his dedicated public service both to Dudley and the wider West Midlands region. Councillor Patrick Harley echoed these comments, paying tribute to the guidance and support Councillor David Vickers had given to him whilst he had been Leader of the council. He also thanked members of the board for the condolences the council had received in the last week. Members of the board observed a minute's silence in memory of Councillor David Vickers.

111. Minutes

The minutes of the meeting held on 14 January 2022 were agreed as a correct record.

112. Forward Plan

The forward plan of items to be reported to future meetings of the board was noted.

113. WMCA Budget 2022/23

The board considered a report of the Director of Finance presenting the final 2022/23 budget for approval.

Councillor Cathy Bayton thanked the Mayor and Portfolio Lead for Finance for attending the Overview & Scrutiny Committee's budget Q&A on 15 December. She noted that transport funding to support passenger services still recovering from the impacts of COVID-19 remained a significant concern for members and urged clarity from the Department for Transport as soon as possible. Councillor Bob Sleigh shared these concerns and noted that a revised budget might need to be presented to the board were there to be significant cuts to the financial support currently being provided to bus services.

In respect of the development of the 2023/24 draft budget, the Director of Finance indicated that she intended to bring some initial considerations to the Mayor & Portfolio Leads Liaison meeting in April.

Resolved:

(1) The WMCA consolidated revenue budget be approved, including:

(a) the budget requirement for transport delivery 2022/23 comprising four elements:

- (i) £117.0m to be funded from the existing transport levy mechanism;
 - (ii) £18.7m to be funded from grant awarded by the Commonwealth Games Organising Committee;
 - (iii) use of £4.5m business rates retention income;
 - (iv) a transfer from earmarked reserves of £3.6m.
- (b) the WMCA delivery (non-transport) budget requirement for 2022/23 of £161.9m comprising of six elements:
- (i) £142.7m adult education spending to be funded from Adult Education Budget funding devolved by the Department for Education;
 - (ii) £6.7m to be funded from other devolution deal grants;
 - (iii) £1.2m to be funded from other income, notably investments;
 - (iv) £4.6m to be funded from constituent authority fees (fees to remain at the same level as 2021/22);
 - (v) £500,000 to be funded from non-constituent authority and observer fees (which represented an increase of £5,000 a year per non-constituent authority from 1 April 2022);
 - (vi) use of £6.0m business rates retention income.
- (2) The Mayoral office budget for 2022/23 of £800,000, to be funded from additional mayoral capacity funding of £800,000, be approved.
- (3) The first year (2022/23) of the indicative WMCA capital programme be approved, noting the indicative onward programme thereafter.
- (4) It be noted that there would be no Mayoral precept during 2022/23.
- (5) The WMCA's commitment to work with the Mayor and Leaders to develop a long-term, sustainable budget and plan throughout 2022, building on the 2022/23 agreed Aims & Objectives and a sustainable financial plan be noted.
- (6) The matters identified by Overview & Scrutiny Committee that arose out of the Mayoral Q&A on 15 December 2021 be noted.
- (7) Authority be delegated to the Director of Finance, in consultation with the Portfolio Lead for Finance, to make any final changes that may result from the final Local Government Finance Settlement.
- (8) The following policies and strategies, which contained items as required by statute be approved:

- (a) the WMCA Treasury Management Strategy;
- (b) the WMCA Capital Strategy and Minimum Revenue Provision Statement;
- (c) the WMCA Pay Policy Statement.

[In accordance with the requirements of the Combined Authorities (Finance) Order 2017, the Mayor and Constituent Authority members voted on these resolutions as follows:

FOR (9): Andy Street, Councillor Mike Bird, Councillor Ian Brookfield, Councillor Ian Courts, Councillor George Duggins, Councillor Patrick Harley, Councillor Brigid Jones, Councillor Stephen Simkins and Councillor Bob Sleigh.

AGAINST (0): none.]

114. WMCA Air Quality Options Paper

The board considered a report of the Director of Inclusive Growth & Public Service Reform on different approaches that were likely to be available to the WMCA and its constituent authorities to improve air quality across the WMCA area.

The West Midlands was faced with air pollution from a number of different sources, but predominantly generated through emissions from transport, and particulates. In 2019, a draft WMCA Regional Air Quality Review and Action Plan was prepared that provided a useful reference point for air quality improvements across the West Midlands and was used to develop ten priority areas for action in transport. To date, the focus on addressing air quality in the West Midlands (by both the WMCA and constituent local authorities) had been in lowering emissions. This was likely to change with the new targets that would be set through the Environment Act 2021, which set out the Government's new framework for environmental legislation.

Councillor Ian Courts noted that in a recent national assessment of the preparedness for tackling climate change, the WMCA was the highest ranked of all combined authorities in the country. He thanked everyone who had been involved in this work, but stressed the need to ensure these plans were now transferred into specific actions and activity.

Resolved:

- (1) The growing importance of particulate matter in addressing air quality be noted.
- (2) The relationship between local authorities and combined authorities established by the Environment Act 2021 be noted.
- (3) A new and more proactive collaborative working arrangement with local authorities developing air quality plans within a wider West Midlands Air Quality Framework be considered, which clarified roles for different parties and identified a number of shared working practices.

115. Transport Delivery Committee - 10 January 2022

The board received the minutes of the Transport Delivery Committee meeting held on 10 January 2022.

Councillor Kath Hartley confirmed that the committee was taking a close interest in the Government's financial support to the bus sector, and the impact that any withdrawal would have on passengers.

Resolved:

The minutes of the meeting held on 10 January 2022 be noted.

116. Overview & Scrutiny Committee - 10 January 2022

The board received the minutes of the Overview & Scrutiny Committee meeting held on 10 January 2022.

Resolved:

The minutes of the meeting held on 10 January 2022 be noted.

117. HS2 Regional Enterprise Board - 11 January 2022

The board received the minutes of the HS2 Regional Enterprise Board held on 11 January 2022.

Resolved:

The minutes of the meeting held on 10 January 2022 be noted.

118. Employment Committee - 12 January 2022

The board received the minutes of the Employment Committee meeting held on 12 January 2022.

Resolved:

The minutes of the meeting held on 12 January 2022 be noted.

119. Wellbeing Board - 18 January 2022

The board received the minutes of the Wellbeing Board meeting held on 18 January 2022.

Resolved:

The minutes of the meeting held on 12 January 2022 be noted.

120. Audit, Risk & Assurance Committee - 18 January 2022

The board received the minutes of the Audit, Risk & Assurance Committee meeting held on 18 January 2022.

Resolved:

The minutes of the meeting held on 18 January 2022 be noted.

121. Housing & Land Delivery Board - 19 January 2022

The board received the minutes of the Housing & Land Delivery Board meeting held on 19 January 2022.

Resolved:

The minutes of the meeting held on 19 January 2022 be noted.

122. Young Combined Authority

The board considered an update report on the recent activity of the Young Combined Authority.

The YCA was looking at a number of issues affecting younger people in the region, including homelessness, affordable housing, mental health issues and equality matters. They had also met with representatives of the Young Combined Authorities at four other combined authorities and a joint meeting with these other groups was planned for 30 June, which they intended to invite the Mayor to.

Resolved:

The update from the Young Combined Authority be noted.

123. Date of Next Meeting

Friday 18 March at 11.00am.

The meeting ended at 12.00pm.

WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: JUNE 2022 - MARCH 2023

Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
Meeting 10 June 2022					
Levelling Up White Paper	<p>Purpose: To provide an update on the last work being undertaken in support of the WMCA's Trailblazer Devolution Deal.</p> <p>Recommendation(s):</p>	n/a	Ed Cox	No	Governance
Overview & Scrutiny Committee Annual Report 2021/22	<p>Purpose: To receive the annual report setting out the activity of Overview & Scrutiny during 2021/22.</p> <p>Recommendation(s): To note the report.</p>	n/a	Satish Mistry	No	Governance
WMCA Aims & Objectives Six-Monthly Review	<p>Purpose: To consider the outcome measures of the WMCA's Aims & Objectives agreed in November 2021.</p> <p>Recommendations(s):</p>	n/a	Laura Shoaf	No	Governance
Financial Monitoring 2022/23	<p>Purpose: To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.</p> <p>Recommendation(s):</p>	Cllr Bob Sleigh	Linda Horne	No	Finance



Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
Meeting July 2022					
Levelling Up White Paper	<p>Purpose: To provide an update on the last work being undertaken in support of the WMCA's Trailblazer Devolution Deal.</p> <p>Recommendation(s):</p>	n/a	Ed Cox	No	Governance
Financial Monitoring 2022/23	<p>Purpose: To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.</p> <p>Recommendation(s):</p>	Cllr Bob Sleigh	Linda Horne	No	Finance
Meeting September 2022					
Levelling Up White Paper	<p>Purpose: To provide an update on the last work being undertaken in support of the WMCA's Trailblazer Devolution Deal.</p> <p>Recommendation(s):</p>	n/a	Ed Cox	No	Governance
Financial Monitoring 2022/23	<p>Purpose: To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.</p> <p>Recommendation(s):</p>	Cllr Bob Sleigh	Linda Horne	No	Finance



Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
Meeting November 2022					
Levelling Up White Paper	<p>Purpose: To provide an update on the last work being undertaken in support of the WMCA's Trailblazer Devolution Deal.</p> <p>Recommendation(s):</p>	n/a	Ed Cox	No	Governance
WMCA Aims & Objectives Annual Review	<p>Purpose: To review the WMCA's Aims & Objectives previously agreed in November 2021.</p> <p>Recommendations(s):</p>	n/a	Laura Shoaf	No	Governance
Financial Monitoring 2022/23	<p>Purpose: To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.</p> <p>Recommendation(s):</p>	Cllr Bob Sleigh	Linda Horne	No	Finance
Meeting January 2023					
Draft WMCA Budget 2023/234	<p>Purpose: To approve the WMCA's draft 2023/24 budget for consultation.</p> <p>Recommendation(s):</p>	Cllr Bob Sleigh	Linda Horne	No	Finance



Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
Financial Monitoring 2022/23	Purpose: To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA. Recommendation(s):	Cllr Bob Sleigh	Linda Horne	No	Finance
Meeting February 2023					
WMCA Budget 2023/234	Purpose: To approve the WMCA's 2023/24 budget. Recommendation(s):	Cllr Bob Sleigh	Linda Horne	No	Finance



WMCA Board

Date	18 March 2022
Report title	Trailblazer Devolution Deal
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Ed Cox, Director of Inclusive Growth & Public Service Reform email: ed.cox@wmca.org.uk
Report has been considered by	Mayor & Portfolio Leads Liaison Meeting - 25 February 2022

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Endorse the proposed approach to developing and negotiating the Trailblazer Devolution Deal

1. Purpose

- 1.1 To inform the WMCA Board of the proposed plans for coordinating our response to the Government's invitation to negotiate a Trailblazer Devolution Deal and invite their feedback and reflections.
- 1.2 This report seeks WMCA Board's endorsement of the approach for developing the Trailblazer Devolution Deal so that we can progress the work across all policy areas with internal, regional and central Government stakeholders.

2. Background

- 1.1. The Levelling Up White Paper (LUWP) was published on 2nd February. It defines 'levelling up' as:
 - Increasing opportunity across the UK;
 - Reducing disparities between and within regions.

- 1.2. It also challenges some of the existing orthodoxy on theories of regional growth and development. A separate briefing note covers the analysis and policy topics discussed in the LUWP in more detail.
- 1.3. The LUWP announced a number of policy initiatives for the West Midlands, including an Innovation Accelerator, £28m from the Brownfield Housing Fund and funding for Digital Bootcamps in the region.
- 1.4. The LUWP sets out 12 levelling up 'missions' and makes the case for long-term 'system change' involving more effective spatial considerations in policy-making and further devolution to empower local decision-making.
- 1.5. The 12 missions of levelling up are all to be achieved by 2030:
 1. *By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.*
 2. *By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.*
 3. *By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.*
 4. *By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.*
 5. *By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.*
 6. *By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.*
 7. *By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.*
 8. *By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.*
 9. *By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.*

10. *By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.*
11. *By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.*
12. *By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.*

- 1.6. In addition to the announcements mentioned above, which we are already working to implement in the region, the LUWP discussed deepening devolution across the UK, offering a number of devolved powers to regions who want them.
- 1.7. However, the offer for the West Midlands goes even further. We, alongside Greater Manchester, have been invited to negotiate a Trailblazer Devolution Deal (TDD) which goes beyond what is on offer to the rest of the country. We have the opportunity to seek ambitious changes to increase the powers and resources devolved to us, strengthening our region and setting us up for future success.
- 1.8. With nothing apparently 'off the menu', this represents a significant opportunity to secure new powers and resources for the region across a wide range of policy areas in order to drive forward local and regional priorities to bolster economic recovery and build a fairer, greener, healthier West Midlands.

3. Principles

- 3.1 There have been a number of informal meetings of the mayor, local authority leaders and other regional stakeholders, as well as initial meetings with government officials and ministerial aides. Based on these, a number of principles have been articulated to help guide the TDD process. These can be framed as follows:
 - It is essential that we are very clear about our priorities and focus our efforts on those matters that align with local and regional plans which align with the levelling up missions.
 - There needs to be extensive involvement of local authorities and wider stakeholders, including the private and voluntary sectors, throughout the policy development and negotiation process.
 - It will be essential to secure private sector support for many of our devolution propositions and, where relevant, demonstrate their co-investment in key priorities.
 - In order to address intra-regional inequalities and local pockets of deprivation, it is important that the devolution process makes provision for the 'double-devolution' of certain powers and resources.
 - The opportunity provided by the TDD should be focused on drawing powers down from government and not 'sucking powers up' from local authorities.
 - There will be a strong emphasis on data and accountability and the ability to demonstrate progress on achieving the levelling up missions for any devolution proposition.

4. Policy opportunities and workstreams

- 4.1 The LUWP is extensive and mentions in excess of 100 different policy topics on which we could take a stance or seek deeper devolution.
- 4.2 In order to initially process these opportunities, we have identified 20 workstreams through which to progress this work. These are as follows:

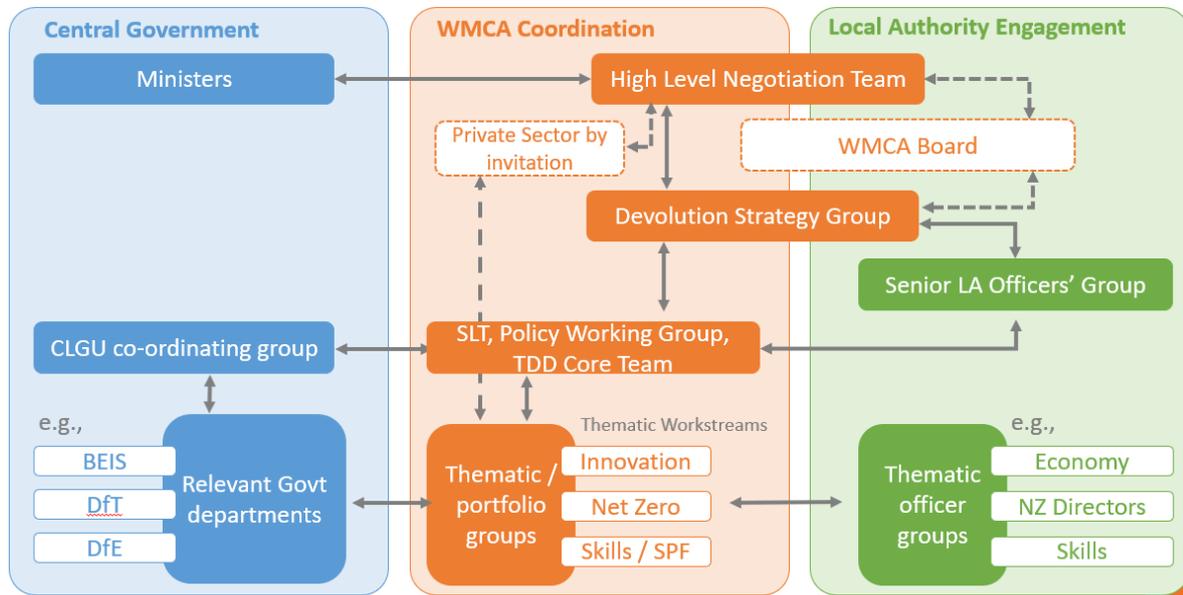
Inclusive economic growth	Innovation
	*WM Smart City Region
	LEP Integration
	Trade and Investment
	Business Support System
Building human capital	Skills
	Education
	*UKSPF (Multiply)
Connecting communities	*Housing, regeneration and planning
	Transport
	Net Zero (BEIS)
	Digital
Building social capital	Homelessness prevention
	Health
	Crime, community safety and resilience
	Social capital and social economy
	Culture
Cross-cutting	Funding and fiscal devolution
	Benefits for non-constituent authorities
	Data and transparency

**Indicates workstreams where there is some work which can be taken forward outside of the TDD itself but will be part of our joined-up approach to responding to the LUWP.*

- 4.3 Each workstream has been allocated a lead co-ordinating officer with a Strategic Leadership Team sponsor. Workstream leads are responsible for developing a stakeholder engagement plan to ensure the involvement of relevant partners in policy development. It is vital that as far as possible they use existing boards, forums, officer groups and other bodies in order to progress their work.
- 4.4 There are clearly overlaps between different workstreams and over time it is likely that some will merge or cease activity as priorities become clearer.

5. Process and negotiation arrangements

5.1 TDD negotiation arrangements will take place through a set of arrangements set out in the diagram below.



- 5.2 Thematic workstream discussions on key policy issues will take place using the existing thematic boards and other discussion forums. For example, matters concerning net zero will be discussed with the local authority Net Zero Directors officers' group, the Environment and Energy Board and, where appropriate, through the Net Zero Business Forum, the Energy Capital Partnership and WM Greener Together Forum. Workstream lead will also be responsible for leading bilateral discussion with government officials' relevant departments.
- 5.3 Workstream discussions and bilateral negotiations will be co-ordinated through a co-ordinating group in government and through Strategic Leadership Team and TDD Core Team in WMCA. These matters will be fed up through a Senior Local Authority Officers Group into a Devolution Strategy Group (see below).
- 5.4 As policy positions crystallise, they will come to the High Level Negotiating Team and to the WMCA Board as appropriate. When a composite TDD Proposition comes together it will be brought to the WMCA Board for approval. No final deal will be agreed without the endorsement of the WMCA Board. Given the lack of WMCA Board meetings during the pre-election period until May, it is proposed that we hold meetings of the Mayor and Portfolio Leads Liaison Meeting as required to update about the TDD process and discuss any immediate policy issues.
- 5.5 Devolution Strategy Group – this group will be formed of the 7 Met Chief Execs, 1 Non-con Chief Exec, plus 2 WMCA Exec Directors. The DSG will be supported by a Senior LA Officers' Group.
- 5.6 High-level Negotiating Team – this team will be led by the mayor together with up to 3 local authority leaders. On occasion the team may choose to invite private sector or other stakeholders to support their negotiations.

5.7 We are committed to working closely with non-constituent authorities to explore how a TDD might bring wider benefits to the West Midlands region. A Non-Con Chief Executive will be part of the Devolution Strategy Group and we expect non-constituent authorities to be part of all stakeholder engagement plans.

5.8 Regular updates – the WMCA is committed to providing regular updates on the progress of the TDD process through in-person and online briefing sessions as requested and through regular e-mail updates.

6. Timeline

6.1 We are awaiting further clarity from Government regarding the timelines and expected submission dates for this process, however we expect it to broadly fall in line with the following:

- Now-May:
 - Development of ambitious policy proposals, brought together into a coherent TDD Proposition.
 - Continuous internal and external engagement, including with local authorities, wider regional partners, and central Government.
 - Regular meetings of the Mayor and Portfolio Leads Liaison meetings to keep leaders informed about key issues.
- June: TDD Proposition submitted to WMCA Board.
- July / August: Initial TDD announcement from central Government.
- Autumn: Potential further detail in announcement linked to fiscal event.

7. Financial Implications

7.1 There are no immediate financial implications from this paper. The activities required to coordinate our response to the Government's invitation to negotiate a Trailblazer Devolution Deal will be covered from existing resources/budgets within the approved 22/23 budget.

7.2 The Funding and fiscal devolution workstream will coordinate the financial response and strategy and feed into the TDD process to inform our negotiations and response to Government.

7.3 The response will then be brought back to WMCA Board in June 2022 for further consideration before it is submitted to Government and will include any financial asks and their implications.

8. Legal Implications

8.1 There are no legal implications of this report.

9. Equalities Implications

9.1 This opportunity to negotiate a Trailblazer Devolution Deal for the West Midlands has come as a result of the Levelling Up White Paper, which sets out the Government's vision for reducing inequalities between and within places. The approach set out in this report articulates how we will ensure the need to reduce inequalities in the West Midlands is woven into the Trailblazer Devolution Deal by design.

10. Inclusive Growth Implications

- 10.1 The Inclusive Growth Framework is a central part of the 'Data & Transparency' theme, and as such will be considered as part of our approach to developing policy positions across all areas through this process.
- 10.2 This work is being led by Claire Spencer, Senior Policy Adviser for Public Services & Inclusive Growth.

11. Geographical Area of Report's Implications

- 11.1 The report has implications for our constituent and non-constituent authority member areas.

12. Other Implications

None

13. Schedule of Background Papers

None

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WMCA Board

Date	18 March 2022
Report title	Financial Monitoring Report 2021/22
Portfolio Lead	Finance - Councillor Bob Sleight
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Linda Horne, Director of Finance email: linda.horne@wmca.org.uk
This report has been considered by	Strategic Leadership Team - 23 February West Midlands Finance Directors – w/c 21 February Programme Board - w/c 28 February

Recommendation(s) for action or decision:

WMCA Board is recommended to:

- (1) Note the financial position as at 31 January 2022, as detailed in Sections 2-5.
- (2) Note the latest 2021/22 forecast, and confirmation of the 2022/23 Adult Education Budget, as detailed in Section 3.
- (3) Approve acceptance of Social Housing Decarbonisation Funding and approve the budget for the project, as detailed in Section 6.
- (4) Note that the arrangements for the 2022/23 successor of Integrated Transport Block and Highways Maintenance Grant are addressed within the CRSTS Report to this Board meeting.
- (5) Approve the relevant amendments to the Contractual Standing Orders within the WMCA Constitution to enable improvements to the efficiency and effectiveness of WMCA's procurement activity, as detailed in Section 7.
- (6) Approve the WMCA Pay Policy attached as Appendix 10, as detailed within Section 8.

(7) Note the WMCA 2022/23 Annual Business Plan, as detailed in Section 9.

1.0 Purpose

1.1 To provide an update on the Combined Authority's finances as at the end of January 2022.

2.0 Financial Monitoring In year

2.1 Appendix 1 shows the overall consolidated revenue position for the West Midlands Combined Authority.

2.2 The overall year to date position at the end of January shows a £3.917m favourable variance from budget. This consists of a favourable variance within the Transport budget of £4.401m and an adverse variance within the Delivery budget of £0.484m.

2.3 The favourable variance within the Transport budget is largely due to Concession savings during the pandemic as a result of reduced service provision by operators, lower patronage and no fare increases. Further savings have been achieved due to the revision of the Accessible Transport contract, including bringing the Customer Service team in-house. In addition, there is increased Digital Advertising revenue along with current savings within the Subsidised Bus budget and ongoing staffing variations across various areas which have also contributed to the favourable variance. These savings have been partly offset by re-profiling use of planned reserves.

2.4 Within the Delivery budget the adverse variance year to date of £0.484m is due to timing of planned use of reserves, partly offset by additional grant income within the Wellbeing and Productivity & Skills Portfolios along with savings relating to staffing variations and re-profiling of activity across several Portfolios.

3.0 2021/22 Expected Outturn and 2022/23 Budget Update

3.1 A refresh of the full year forecast was under-taken during January and the position now reflects the expected outturn at year end.

3.2 Savings within the Concessions budgets, primarily due to lower than budgeted patronage and fare assumptions along with reduced services as a result of Covid-19, are now reflected within the latest forecast.

3.3 The expected full year impact of the revision of the Accessible Transport contract, including bringing the Customer Service team in-house, is also reflected.

3.4 These favourable variances are partly offset by an increase in Metro Operational Costs relating to unprecedented additional pressure from increasing energy costs.

3.5 The expected surplus within Transport totals £5.7m. Of this, £3.6m will be carried forward to support the revenue budget next financial year as agreed by WMCA Board in February 2022. The remaining £2.1m will be earmarked to protect against specific risks in relation to the operation of the Transport Network into 2022.

3.6 The Delivery and Mayoral budgets are forecast to outturn in line with budget with a slight favourable variance within the Mayoral Election budget being offset by a lower draw down of funding.

3.7 As verbally communicated at WMCA Board on 11 February 2022, the Adult Education Budget for 2022/23 has been confirmed at £49.6m by the Department for Education.

3.8 Appendices 2 and 3 present the detailed summaries for Transport and Non-Transport functions respectively.

4.0 Mayoral Budget

4.1 Appendix 4 presents the Mayoral Office position as at the end of January 2022, which remains in line with budget at this stage of the year.

5.0 Capital Programme

5.1 Appendix 5 sets out the position on the Capital Programme as at the end of January 2022. Actual costs totalled £313m, resulting in a favourable variance of £150.9m against a budget of £464.1m.

5.2 The year to date expenditure to budget variance is primarily contained within Transport (£57.6m), Grants to Local Authorities within the Investment Programme (£20.5m) and Housing (£25.1m).

5.3 The Transport Programme has been categorised into five sub programmes. The largest of these is the Investment Programme with a budget of £347m, including all the Rail/Sprint & Metro extension schemes.

5.4 At the end of January, actual costs totalled £241.7m, which was £105.3m below the budget of £347m. The main variances at the end of January were contained within the Metro Programme totalling £46.7m, further detail is available in Appendix 5.

5.5 Whilst the programme does outline elements of slippage due to external factors being encountered within a difficult delivery environment, it is important to note that all capital schemes are continuing to be delivered in line or broadly in line with the original schedule.

5.6 WMCA have agreed to incorporate additional scope into the Perry Barr Station scheme at the request of Network Rail. The additional scope comprises of additional Platform Crossfall works (£1.9m) and Subway infill works (£0.268m) and all costs will be met by Network Rail through the provision of additional grant to WMCA. The total scheme budget including this externally funded additional scope of £2.168m is now £33.148m.

5.7 WMCA annually administer Highway Maintenance and Integrated Transport Block Grants for use by Local Authorities and the grant values are generally confirmed within the February Budget Report. As these grants (or the successors of) have been integrated into the CRSTS programme from 2022/23, these allocations will be confirmed in a separate report to this Board meeting on the CRSTS programme and are subject to approval by DfT and agreement by WMCA to the grant terms and conditions.

6.0 Social Housing Decarbonisation Funding Update

- 6.1 WMCA were recently successful in being awarded £7.5m of grant by the Department for Business Energy and Industrial Strategy from the Social Housing Decarbonisation Fund. The grant supports the development and implementation of a fuel poverty and regional retrofit programme. Under the WM2041 Five-Year-Plan's decarbonisation priorities, domestic energy efficiency measures and heating retrofit have been identified as having the greatest impact in carbon terms. The gross project value will be £14.7m with the match funding being provided by partners. The grant will be made available by WMCA for consortium partners including local authorities and housing associations to deliver the necessary interventions. WMCA will act as consortium manager and will put in place an appropriate consortium agreement to ensure the financial risk to WMCA is mitigated.
- 6.2 Should there be any award of additional funding to the Authority from any source for any activity during the period between this Board and the June Board, the WMCA Finance Director in consultation with the Finance and Investment Portfolio holder will sign off ensuring no unmanaged risk to the Authority.

7.0 WMCA Procurement Procedure

- 7.1 Following a review of procurement activity and procedures in WMCA, this report recommends amendments to Section 8 of WMCA Contractual Standing Orders.
- 7.2 The main changes recommended are as follows:
- Currently, for contracts of £5,000 and below, at least one oral quote is required. The recommendation within this report will increase the upper limit where one oral quote is required to £10,000.
 - Currently the threshold for low value procurements is £5,000 to £50,000 requiring at least three written quotes with values in excess of £50,000 up to the GPA threshold requiring a Request for Quotation exercise. It is recommended that the thresholds where written quotes are required are amended to £10,000 to £75,000.
 - As detailed above, currently all procurement over £50,000 currently requires a Request for Quotation exercise. It is recommended this threshold is increased to £75,000 and over.
 - Exemptions are to be redefined as Single Tender Action and removed as an option for low value procurements (£10,000 to £75,000). Single Tender Actions in excess of £50,000 will be approved by WMCA's Legal team.
- 7.3 The above changes are intended to be supported by other improvements (including more effective internal reporting), which were identified throughout the review ensuring WMCA are able to continually demonstrate value for money procurement practices in a transparent manner.
- 7.4 The volume of oral and written quotes detailed above are minimum expectations and as such, WMCA will look to obtain additional evidence to demonstrate value for money where there is a clear case to do so.

8.0 WMCA Pay Policy

- 8.1 WMCA Board are requested within this report to approve the WMCA Pay Policy (Appendix 10). The policy was previously agreed in February 2022 by WMCA Board, however, the approval will only ever reflect a point in time and WMCA Board will be aware that work has been ongoing by the Chief Executive of WMCA to deliver a streamlined organisational structure to ensure the Authority is fit for the future and can cope with increasing demands into 2022 at no additional cost.
- 8.2 A revised organisation structure is now underway with staff and as a result of the proposed absorption and merger of some functional activity into existing Executive Director roles the 2022/23 pay policy now requires amendment to replace the titles of the Executive Director roles.
- 8.3 The Executive Director salary band and role title amendments detailed within the policy reflect the outcomes of the work to streamline the Executive structure and also ensure potential cost of living related increases up to 2022/23 against Executive and Operational Director posts can be accommodated within the parameters of the policy. The policy document attached as Appendix 10 also now includes the revised Salary Point scales incorporating the cost of living increase for 2021/22 which was recently agreed. To clarify, there are no further changes to the policy approved previously in February 2022.

9.0 WMCA 2022/23 Annual Business Plan

- 9.1 Appendix 11 includes the WMCA 2022/23 Annual Business Plan. The Annual Business Plan (ABP) is a vital link between the WMCA Aims and Objectives, agreed by WMCA Board in November 2021, through Directorate and team plans and into the Individual Performance Management (IPM) goals of staff across the organisation. The Annual Business Plan sets out all activity to be delivered in 2022/23 aligned to those Aims and Objectives. Identification of all planned activity was undertaken collaboratively and engagement with Directorates cascaded directly from SLT
- 9.2 This Annual Business Plan adds value in a number of ways. It will provide a single source of the truth for delivery activity to achieve the Aims & Objectives, there is also greater visibility of the funding sources and through monitoring and reporting it provides accountability.
- 9.3 It is an internal document for staff across the organisation to clearly see how the work they are doing ultimately achieve the vision of a more prosperous and better connected West Midlands that is fairer, greener and healthier. In addition to the Aims, Objectives and High Level Deliverables there is an overview from each Director on how they will deliver the ABP, content on the Enabling Services functions and the Corporate Management Team. In the finance section there is improved visibility and transparency of the sources of funding and detail on how the plan will be measured and reported.
- 9.4 There are 136 High Level Deliverables (HLD) agreed by WMCA Board in February 2022 and these set out the activity at quite a high level. SMART milestones have been identified and agreed beneath each HLD; these provide the detail at a much more granular level of delivery activity and are profiled by month with measures and targets. Each milestone has an appointed owner and they are responsible for providing monthly updates on progress.

9.5 Outputs will be collated and analysed monthly and reported to WMCA Executive Team. They will also be reported to WMCA Board mid-year in October and then performance against ABP as an outturn report each June. There will be a visually rich 'real-time' dashboard providing a RAG-rated view of performance against profile and delivering a 'single version of the truth' through data that will be triangulated with the Strategic Risk Register and finance cost codes. This provides a dashboard with a hierarchy of data from a strategic aim and objective view down to individual milestone and this will support evidence-based decision making.

10.0 Investment Programme

10.1 The financial results for the West Midlands Regional Investment Programme run one month behind the regular management accounts, due to the requirement to consolidate outputs across the metropolitan area.

10.2 The December expenditure is shown at Appendix 7, which reports the gross delivery totals for programmes delivered by both WMCA and other entities (being primarily constituent member local authorities).

10.3 Appendix 8 summarises grant funding commitments approved by WMCA for projects within the Investment Programme, which total £858.5m as at 31st January 2022 (£858.5m as at 31st December 2021).

10.4 WMCA Investment Programme funding drawn / incurred by projects against these funding commitments as at 31st December 2021 totals £397.9m.

10.5 Since the last report, the Full Business Case for the West Midlands Co-Investment Fund was approved at WMCA Board on 14th January 2022. There is no change to the quantum of WMCA Investment Programme funding awarded for the project previously at WMCA Board on 23rd July 2021.

10.6 In addition, the following business cases have been approved by Directors of WMCA under delegated authority:

- UK Central Infrastructure Package - Playing Pitch Implementation Strategy (SOC) – A grant funding award of £340,169 from the WMCA Investment Programme was made for initial design and development of the project.
- UK Central Infrastructure Package – Accelerating Housing Delivery (including Simon Digby) (OBC). There is no change to the quantum of WMCA Investment Programme grant funding awarded for the project.

10.7 The funding approved for these projects is consistent with expectations in respect of the current overarching WMCA Investment Programme affordable limit endorsed at WMCA Board on 19th March 2021.

11.0 Balance Sheet

11.1 Appendix 9 presents the West Midlands Combined Authority Balance Sheet which shows a healthy financial position as at 31st January 2022.

11.2 The increase in property, plant and equipment reflects TfWM capital spend and work-in-progress funded mainly by grants in advance, resulting in an increase of £11.9m.

Consequently, grants receipts in advance has decreased largely due to the Metro Birmingham Eastside and Wednesbury to Brierley Hill extension schemes funded from the DfT grants.

- 11.3 The decrease in short-term deposits is largely due to the payments in respect of the CIF loan drawdown, Adult Education Budget, Investment Programme and Metro extension schemes. The CIF loan drawdown contributed to the increase in investments and the AEB payments led to the decrease in earmarked reserves.

12.0 Administered Funds

- 12.1 Administered Funds as at 31st January 2022 totalled £71.3m. A breakdown of this amount is included within Appendix 6. These funds do not form part of the Authority's own revenue and capital budgets but are effectively funds where WMCA is the Accountable body and passports out to partner Authorities to deliver.

13.0 Financial Implications

- 13.1 The Financial Implications are set out in the report.

14.0 Other Implications

- 14.1 There are no Legal, Equalities, Inclusive Growth, Geographical or Other implications arising from this report.

15.0 Appendices

- Appendix 1 – WMCA Consolidated Summary – January 2022
- Appendix 2 – WMCA Transport Revenue Summary - January 2022
- Appendix 3 – WMCA Delivery Budget Summary – January 2022
- Appendix 4 – WMCA Mayor Revenue Summary – January 2022
- Appendix 5 – WMCA Capital Transport Delivery Programme – January 2022
- Appendix 6 – WMCA Administered Funds – January 2022
- Appendix 7 – Total Regional Investment Programme Expenditure – December 2021
- Appendix 8 – WMCA Investment Programme Commitments – January 2022
- Appendix 9 – WMCA Balance Sheet – January 2022
- Appendix 10 – WMCA Pay Policy
- Appendix 11 – WMCA 2022/23 Annual Business Plan

Appendix 1

WMCA Consolidated Revenue Budget Summary – January 2022

£000's	Year to Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Transport Levy	95,600	95,600	0	114,720	114,720	0
Commonwealth Games	3,928	3,991	(63)	6,770	5,423	1,347
Revenue Grants & Other Income	11,024	8,335	2,689	13,610	9,348	4,262
Adult Education Funding	108,162	123,833	(15,671)	128,257	142,698	(14,441)
Share of Business Rates	8,320	7,500	820	2,832	9,000	(6,168)
Constituent Membership	3,870	3,870	0	4,644	4,644	0
Non Constituent Members	355	354	1	425	425	0
Investment Programme	0	3,153	(3,153)	33,135	36,500	(3,365)
Investment Income	749	749	0	881	898	(17)
Use of Reserves	4,935	8,489	(3,554)	10,382	9,495	887
Total Funding	236,943	255,874	(18,931)	315,656	333,151	(17,495)
Transport for West Midlands	93,045	99,709	6,664	114,883	119,415	4,532
Commonwealth Games	3,928	3,991	63	6,770	5,423	(1,347)
Economy & Innovation	4,451	2,823	(1,628)	5,114	3,381	(1,733)
Environment, Energy & HS2	793	530	(263)	1,143	598	(545)
Housing and Land	1,016	1,167	151	1,363	1,400	37
Wellbeing	954	1,276	322	1,371	1,502	131
PSR & Social Economy	1,114	1,440	326	1,673	1,563	(110)
Culture and Digital	234	152	(82)	264	174	(90)
Productivity & Skills	113,116	128,364	15,248	134,862	147,598	12,736
Inclusive Communities	26	34	8	78	68	(10)
Business Support	1,608	1,051	(557)	2,282	2,064	(218)
Investment Programme	8,408	10,741	2,333	36,054	45,605	9,551
Mayoral Office	663	635	(28)	779	760	(19)
Mayoral Election	3,309	3,600	291	3,308	3,600	292
Total Expenditure	232,665	255,513	22,848	309,944	333,151	23,207
Net Expenditure (before earmarked reserves)	4,278	361	3,917	5,712	0	5,712
Earmarked reserve (Support for Bus Network)	0	0	0	2,100	0	(2,100)
Earmarked reserve (2022/23 Transport Budget Support)	0	0	0	3,600	0	(3,600)
Net Expenditure (after earmarked reserves)	4,278	361	(3,917)	12	0	(12)
Transport	4,182	(219)	4,401	12	0	12
Delivery	96	580	(484)	0	0	0
Mayoral Office	0	0	0	0	0	0
Total Surplus / (Deficit)	4,278	361	3,917	12	0	12

The year to date position at the end of January shows a £3.917m favourable variance from budget and a full year forecast of £5.7m. As previously reported to Board the January reforecast exercise has enabled us to now accurately assess the final detailed transport outturn and to retain this to fund the 22/23 budget and transport risks as approved in the February 22 Budget report.

This is largely as a result of Concessions savings during Covid-19 driven by lower patronage and no fare increases, the revision of the Accessible Transport contract and staffing variations. In the full year savings in these areas will be partly offset by an increase in cost of Metro operations due to an unprecedented additional pressure from increasing energy costs.

Final outturn within the Delivery budget is expected to be in line with overall budget.

Appendix 2

Transport for West Midlands full year revenue position – January 2022

	JANUARY 2022 YEAR TO DATE						FULL YEAR 2021/22				
	ACTUAL £000			BUDGET £000			YTD VARIANCE FAV / (ADVERSE) £000	FORECAST £000	BUDGET £000	FULL YEAR VARIANCE FAV / (ADVERSE) £000	
	INCOME	EXPENDITURE	NET	INCOME	EXPENDITURE	NET					
Transport Levy	95,600	0	95,600	95,600	0	95,600	0	114,720	114,720	0	
Use of Reserves	1,626	0	1,626	3,889	0	3,889	(2,263)	5,874	4,695	1,180	
TOTAL FUNDING	97,226	0	97,226	99,490	0	99,490	(2,263)	120,594	119,415	1,180	
Concessions											
National Bus Concession	134	40,331	(40,198)	88	42,555	(42,467)	2,270	(45,797)	(50,472)	4,675	
Metro / Rail	0	3,806	(3,806)	0	3,797	(3,797)	(9)	(4,565)	(4,572)	7	
Child Concession	0	5,275	(5,275)	0	5,788	(5,788)	513	(6,358)	(7,029)	671	
	134	49,413	(49,279)	88	52,141	(52,053)	2,774	(56,720)	(62,073)	5,353	
Bus Services											
Bus Stations / Infrastructure	6,764	10,828	(4,064)	6,115	10,428	(4,313)	249	(5,477)	(5,152)	(324)	
Subsidised Network	3,357	12,644	(9,287)	1,704	11,439	(9,736)	449	(11,557)	(11,478)	(79)	
Accessible Transport	(282)	4,072	(4,354)	0	5,531	(5,531)	1,177	(4,772)	(6,637)	1,865	
	9,839	27,544	(17,705)	7,819	27,399	(19,580)	1,875	(21,806)	(23,267)	1,462	
Rail and Metro Services											
Metro Services	199	1,746	(1,547)	160	2,238	(2,078)	531	(4,444)	(2,579)	(1,865)	
Rail Services	1,131	3,174	(2,043)	1,155	3,650	(2,494)	451	(2,986)	(2,904)	(82)	
	1,331	4,920	(3,590)	1,315	5,888	(4,573)	983	(7,429)	(5,483)	(1,946)	
Integration											
Safety and Security	615	1,344	(729)	557	1,618	(1,061)	332	(1,069)	(1,274)	204	
Passenger Information	12,292	16,723	(4,431)	808	5,907	(5,099)	668	(5,526)	(6,007)	480	
Sustainable Travel	743	2,745	(2,002)	1,072	2,228	(1,155)	(847)	(2,506)	(1,401)	(1,105)	
	13,651	20,813	(7,163)	2,438	9,753	(7,315)	153	(9,102)	(8,682)	(420)	
Network Resilience											
Commonwealth Games	555	2,433	(1,878)	3	2,632	(2,629)	751	(3,072)	(3,181)	108	
Business and Democratic Support	3,928	3,928	(0)	3,991	3,991	0	(0)	0	(0)	0	
Strategic Development	0	2,922	(2,922)	0	3,074	(3,074)	152	(3,736)	(3,809)	73	
Transport Governance	1,063	4,321	(3,257)	1,318	4,549	(3,231)	(27)	(4,015)	(3,915)	(100)	
Capital Finance Charges	0	106	(106)	0	109	(109)	3	(129)	(131)	3	
	0	7,145	(7,145)	0	7,145	(7,145)	0	(8,874)	(8,874)	0	
TOTAL EXPENDITURE	30,500	123,545	(93,045)	16,972	116,681	(99,709)	6,664	(114,883)	(119,415)	4,532	
NET after Ear Marked Reserves	127,726	123,545	4,182	116,462	116,681	(219)	4,401	5,712	0	5,712	
Ear Marked Reserve (2022/23 Budget Support)	0	0		0	0			(3,600)	0	(3,600)	
Ear Marked Reserve (2022/23 Transport Risks)	0	0		0	0			(2,100)	0	(2,100)	
NET after Ear Marked Reserves	127,726	123,545	4,182	116,462	116,681	(219)	4,401	12	0	12	

At the end of January 2022 there is a £4.401m favourable year to date variance against budget.

A refresh of the full year forecast was undertaken during January and the position now reflects the expected outturn by year end. Notably, the full extent of the expected savings within Concessions budgets and the additional Metro power costs are reflected in this latest forecast. This produces a predicted surplus of £5.7m by year end, of which, £3.6m will be required to support the 2022/23 Transport base budget (as agreed by WMCA Board in February) with a further £2.1m being earmarked to protect against specific Transport risks, particularly relating to the operational Network.

Concessions

At this stage of the year, there is considered to be sufficient certainty to release the full extent of the expected savings, meaning the full year position has moved favourably. The driver behind the saving relates to the ENTCS budget and the reduced services despite the Authority paying at pre-Covid patronage levels during the pandemic along with there being no fare increases.

Bus Services

The revision of the Accessible Transport contract, including bringing the Customer Service team in-house, has delivered significant savings to date.

The Subsidised Bus full year position reflects additional support that is expected to be required by operators in the last quarter of the year. This area is a key area of risk for the 2022/23 budget and the position continues to be monitored closely.

Within Bus Stations and Infrastructure budgets there is increased Advertising Revenue alongside savings against cleaning and staffing budgets which have contributed to the current favourable variance. These savings are partly offset by reduced departure charges and increased maintenance costs. A prudent view has been taken regarding the full year position, with maintenance costs in particular expected to be higher than budget.

Rail & Metro

Within Metro lower insurance premiums, reduced engineering support for utility works and the timing of life cycle works are reflected in the savings to date.

The adverse forecast position reflects guidance received from our operator Midland Metro Limited that we are experiencing unprecedented additional pressure from increasing energy costs.

The Rail position to date reflects reduced rates at park and ride locations, alongside staffing variations. In the full year these savings are expected to be negated by lower car park receipts.

Integration

Within the Safety and Security budget additional CCTV income from West Midlands Police and the re-profiling of CCTV equipment expenditure is reflected in the savings to date along with savings against British Transport Police costs.

Within the Passenger Information budget there are savings against monitoring, marketing and market research.

The adverse variance within Sustainable Travel is largely due to lower cycle hire income between July and January and a contribution to capital to fund pedal and e-bikes, docking stations and project support costs, all within the existing scheme.

These year to date variations are reflected in the full year forecast.

Network Resilience

The year to date position is primarily driven by staffing variations alongside the profiling of external advice spend. The full year position reflects staffing resource required to the end of the year and the reprofiled external advice expenditure.

Reserves

Reserves earmarked to support the delivery of the West Midlands Cycle Hire scheme have been drawn down to offset the lower than budgeted income and contribution to capital to date. Reserves earmarked to support the 2021/22 Transport Budget have not been drawn down to date but are still expected to be drawn in year.

Appendix 3

West Midlands Combined Authority Delivery Budget – January 2022

FINANCIAL SUMMARY AS AT JANUARY 2022	JANUARY 2022 YEAR TO DATE			FULL YEAR 2021/22			
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000	
Operational Income							
Mayoral Capacity Funding	195	195	0	234	234	0	
Investment Interest Income	250	250	0	300	300	0	
Notional Interest Receivable	411	411	0	494	494	0	
Contribution - 7 Met Council's	3,870	3,870	0	4,644	4,644	0	
Contribution - Non constituent members	354	354	0	425	425	0	
Use of Reserves (1)	0	1,000	(1,000)	1,200	1,200	0	(1) Use of reserves to support the 21/22 budget not yet drawn down.
Total Income	5,080	6,080	(1,000)	7,297	7,297	0	(2) Efficiency target held centrally as part of the budgeting process.
Efficiency Savings Target (2)	0	554	(554)	166	665	(499)	
Enabling Services	(1,605)	(1,605)	0	(2,447)	(2,727)	280	
Total Expenditure	(1,605)	(1,051)	(554)	(2,281)	(2,062)	(219)	
Operational Income Net Total	3,475	5,029	(1,554)	5,016	5,235	(219)	
Economy & Innovation							
Other Industrial Strategy Income (1)	2,070	596	1,474	2,313	692	1,621	
DDCMS - Creative Scale Up	245	181	64	237	217	20	
MHCLG - Brexit Support Preparations (2)	105	0	105	105	0	105	
Create Central Projects	417	348	69	489	432	57	
Policy and Programme Development	32	0	32	94	0	94	
IAWM	96	0	96	120	0	120	
Office of Data Analytics	136	209	(73)	147	252	(105)	
Total Income	3,101	1,334	1,767	3,505	1,593	1,912	(1) Funding received from DBEIS to deliver the Made Smarter project and from the Investment Programme to support the West Midlands Innovation Programme. Offset by associated increases in expenditure.
Industrial Strategy	(2,339)	(933)	(1,406)	(2,632)	(1,099)	(1,533)	
DDCMS - Creative Scale Up	(245)	(181)	(64)	(237)	(217)	(20)	
MHCLG - Brexit Support Preparations	(105)	0	(105)	(105)	0	(105)	(2) Additional grant for Brexit support offset by associated an increase in expenditure.
Create Central Projects	(477)	(408)	(69)	(561)	(504)	(57)	
Policy and Programme Development	(258)	(309)	51	(399)	(370)	(29)	
IAWM	(96)	0	(96)	(120)	0	(120)	
Office of Data Analytics	(136)	(209)	73	(147)	(252)	105	
Economic Intelligence	(212)	(201)	(11)	(212)	(240)	28	
Funding For Growth	(583)	(583)	0	(700)	(700)	0	
Total Expenditure	(4,451)	(2,824)	(1,627)	(5,113)	(3,382)	(1,731)	
Economy & Innovation Net Total	(1,350)	(1,490)	140	(1,608)	(1,789)	181	
Environment & Energy, HS2							
Environment (1)	161	0	161	165	0	165	(1) WM2041 funding received but not budgeted in year.
Community Green (2)	17	0	17	25	0	25	
Total Income	178	0	178	190	0	190	(2) Additional income received to fund Retrofit consultancy services and delivery of Green Homes project. Offset by associated increase in expenditure.
Environment	(307)	(325)	18	(515)	(358)	(157)	
Community Green	(17)	0	(17)	(25)	0	(25)	
Total Expenditure	(324)	(325)	1	(540)	(358)	(182)	
Environment & Energy, HS2 Net Total	(146)	(325)	179	(350)	(358)	8	
Housing and Land							
Director of Housing & Regeneration	1,016	1,167	(151)	1,374	1,400	(26)	
Total Income	1,016	1,167	(151)	1,374	1,400	(26)	Substantial savings on external advice where expertise has been brought in house partly offset by an increase in rates for sites acquired for capital development and by the associated reduction in grant drawdown.
Director of Housing & Regeneration	(1,016)	(1,167)	151	(1,374)	(1,400)	26	
Total Expenditure	(1,016)	(1,167)	151	(1,374)	(1,400)	26	
Housing and Land Net Total	0	0	0	0	0	0	
Wellbeing							
Other Mental Health Income (1)	322	131	191	350	158	192	(1) Midlands Engine grant funding which is funding key posts within the programme.
IPS Programme	135	127	8	165	153	12	
Fiscal Incentive Programme (2)	238	556	(318)	407	664	(257)	
Total Income	695	814	(119)	922	975	(53)	(2) Changes in delivery priorities and reduced marketing spend along with staffing variations have required lower grant drawdown.
Wellbeing and Prevention	(580)	(593)	13	(799)	(685)	(114)	
Well Being	0	0	0	0	0	0	
IPS Programme	(136)	(127)	(9)	(165)	(153)	(12)	
Fiscal Incentive Programme	(238)	(556)	318	(407)	(664)	257	
Total Expenditure	(954)	(1,276)	322	(1,371)	(1,502)	131	
Wellbeing Net Total	(259)	(462)	203	(449)	(527)	78	

FINANCIAL SUMMARY AS AT JANUARY 2022	JANUARY 2022 YEAR TO DATE			FULL YEAR 2021/22			
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000	
Public Service Reform & Social Economy							
Mayoral Capacity Funding	0	0	0	0	0	0	(1) Re-profiling of activity relating to the establishment of an Inclusive Growth Task Force and the Social Economy Business Plan initiatives alongside establishment savings. (2) Delivery of Community Recovery projects have been re-profiled to later in the year.
Other PSR Income	0	0	0	0	0	0	
Inclusive Growth	15	0	15	15	0	15	
Homelessness	600	567	33	699	581	118	
Total Income	615	567	48	714	581	133	
Inclusive Growth and Public Sector Reform	(263)	(209)	(54)	(313)	(251)	(62)	
Inclusive Growth (1)	(95)	(326)	231	(329)	(358)	29	
Public Service Reform (2)	(157)	(338)	181	(332)	(374)	42	
Homelessness	(600)	(567)	(33)	(699)	(581)	(118)	
Total Expenditure	(1,115)	(1,440)	325	(1,673)	(1,564)	(109)	
Public Service Reform & Social Economy Net Total	(500)	(873)	373	(959)	(983)	24	
Skills and Productivity							
Productivity and Skills	145	61	84	197	73	124	(1) Lower delivery than budgeted as a result of reduced footfall and referrals due to Covid-19, with spend re-profiled for later in the year. Offset by associated reduction in grant drawdown. (2) Payments to and delivery by providers has been impacted by Covid, thus requiring lower grant drawdown. Any savings will be used to fund other initiatives. (3) Funding agreed after the budget was set. Offset by associated reduction in grant drawdown. (4) Accelerated Learning & Development spend expected in last quarter of the year
Employment Support (1)	834	1,330	(496)	971	1,379	(408)	
Technical Education	36	41	(5)	46	41	5	
Construction Skills	7	0	7	7	0	7	
Adult Education (2)	108,162	123,833	(15,671)	128,257	142,698	(14,441)	
Careers	53	51	2	71	72	(1)	
Digital Skills	2,377	1,665	712	3,050	1,691	1,359	
Investment Programme (Skills)	316	268	48	396	308	88	
Commonwealth Games (3)	274	0	274	358	0	358	
European Structural & Investment Funding	0	0	0	160	0	160	
Total Income	112,204	127,249	(15,045)	133,513	146,262	(12,749)	
Productivity and Skills	(605)	(647)	42	(862)	(776)	(86)	
Employment Support	(834)	(1,330)	496	(971)	(1,379)	408	
Technical Education	(36)	(41)	5	(46)	(41)	(5)	
Construction Skills	(7)	0	(7)	(7)	0	(7)	
Adult Education	(108,162)	(123,833)	15,671	(128,257)	(142,698)	14,441	
Careers	(53)	(51)	(2)	(71)	(72)	1	
Digital Skills	(2,378)	(1,665)	(713)	(3,050)	(1,691)	(1,359)	
Investment Programme (Skills)	(316)	(268)	(48)	(396)	(308)	(88)	
Commonwealth Games	(274)	0	(274)	(358)	0	(358)	
European Structural & Investment Funding	0	0	0	(160)	0	(160)	
Total Expenditure	(112,665)	(127,835)	15,170	(134,178)	(146,965)	12,787	
Continuous Improvement							
Continuous Improvement & Change	(318)	(309)	(9)	(371)	(371)	0	
Learning and Development	(133)	(205)	72	(297)	(246)	(51)	
Building Our Future Workforce	23	(13)	36	0	(16)	16	
Total Expenditure	(428)	(527)	99	(668)	(633)	(35)	
Skills and Productivity Net Total	(889)	(1,113)	349	(1,333)	(1,336)	41	
Culture and Digital							
Culture	25	0	25	25	0	25	(1) Over-spend within Digital due to Seconded costs and activity to support people who are digitally excluded.
Total Income	25	0	25	25	0	25	
Culture	(85)	(60)	(25)	(115)	(74)	(41)	
Digital (1)	(149)	(92)	(57)	(149)	(100)	(49)	
Total Expenditure	(234)	(152)	(82)	(264)	(174)	(90)	
Culture and Digital Net Total	(209)	(152)	(57)	(239)	(174)	(65)	
Inclusive Communities							
Youth Combined Authority	(26)	(34)	8	(78)	(68)	(10)	
Total Expenditure	(26)	(34)	8	(78)	(68)	(10)	
Inclusive Communities Net Total	(26)	(34)	8	(78)	(68)	(10)	
Operational Income Net Total	96	580	(484)	0	0	0	

Appendix 4

West Midlands Combined Authority Mayoral Budget – January 2022

	JANUARY 2022 YEAR TO DATE			FULL YEAR 2021/22				
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000		
MAYORAL OFFICE								
Other Grants	663	635	28	779	760	19	No material variations year to date.	
TOTAL INCOME	663	635	28	779	760	19		
Staff Costs	619	589	(30)	767	704	(63)		
IT	0	9	9	0	11	11		
External Advice	42	0	(42)	0	0	0		
Travel & Subsistence	3	36	33	11	43	32		
Other	(0)	2	2	1	2	1		
TOTAL EXPENDITURE	663	635	(28)	779	760	(19)		
MAYORAL ELECTION								
Use of Reserves	3,308	3,600	(292)	3,308	3,600	(292)		
TOTAL INCOME	3,308	3,600	(292)	3,308	3,600	(292)		
Mayoral Election Costs	3,308	3,600	292	3,308	3,600	292		
TOTAL EXPENDITURE	3,308	3,600	292	3,308	3,600	292		
NET MAYORAL BUDGET	0	0	0	0	0	0		

Appendix 5

West Midlands Combined Authority Transport Delivery Capital Programme – January 2022

	YEAR TO DATE - JANUARY			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Metro	104,874	151,543	46,669	145,950	200,086	54,136
Rail	7,141	13,756	6,615	11,392	24,326	12,934
Sprint	300	4,587	4,287	779	4,662	3,883
TRANSPORT - INVESTMENT PROGRAMME	112,315	169,886	57,571	158,121	229,074	70,953

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of January 2022, actual expenditure was £57.6m lower than budget. The main variances are contained within the Metro Programme, these relate to the following:

Metro Birmingham Eastside Ext £22m

The variance is due to rescheduled HS2 utility work and works around Digbeth High St have now been rescheduled to commence after the Commonwealth Games.

Metro Wednesbury to Brierley Hill Ext £16.2m

This is due to a combination of re-phased utilities works as a result of the co-ordination of enabling works and traffic management, and rephased construction. Tram acceptance has also been phased later than originally budgeted.

Rail Walsall to Wolverhampton £5.1m

The project team have commenced the process to obtain a Compulsory Purchase Order to make a land acquisition, discussions around which have impacted physical construction timetable.

Sprint – Hagley Road Phase 1 £4m

The timing of approval of a Traffic Regulation Order has led to re-phasing of work.

Rail – Camp Hill Line Local Enhancements £1.5m

This is due to an incomplete land acquisition and related costs that have now been rephased.

FORECAST V BUDGET VARIANCE COMMENTARY

Wednesbury to Brierley Hill Ext £29.4m

Construction profiles have been rephased. Site acquisition costs have also been deferred to allow for the review of site owner claims for acquired land.

Birmingham Eastside Ext £17.9m

The variance is due to the timing of HS2 utility work and works around Digbeth High St have now been rescheduled to commence after the Commonwealth Games.

Rail - Walsall to Wolverhampton Package 1 £8.1m

There has been a revision to the project programme within the year to accommodate the timing of land acquisition.

Rail – Camp Hill Line Local Enhancements £4.9m

Construction costs and related fees have been rescheduled into 2022/23 due to the timing of awarding the construction contract for this project.

Sprint – Hagley Road Phase 1 £3.6m

The timing of approval of a Traffic Regulation Order has led to re-phasing.

Metro Edgbaston Extension £2.7m

The timing of approval of a Traffic Regulation Order has led to re-phasing.

	YEAR TO DATE - JANUARY			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Highway	3,564	7,575	4,011	5,074	10,614	5,540
Other	25,000	17,889	(7,111)	25,000	23,000	(2,000)
Rail	36,376	46,112	9,736	47,801	57,865	10,064
Sprint	32,857	54,587	21,730	54,913	62,708	7,795
TRANSPORT - COMMONWEALTH GAMES	97,797	126,163	28,366	132,788	154,187	21,399

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of January 2022, actual expenditure was £28.4m under budget. The main variances are as follows:

Sprint – A45 Birmingham to Airport and Solihull £12.6m

Construction and utilities works are expected to accelerate at the end of the year and into Q1 of 22/23 with completion expected in July 2022 before the Games begin.

Sprint – A34 Walsall to Birmingham £9.1m

Construction work has commenced on all four 'packages' within this project across Sandwell, Walsall and Birmingham City Council areas. No significant annual variance is expected, and completion is expected before Games begin in July 22.

University Station Improvement Project £7.9m

There have been changes in the profile of delivery and utilisation of cladding materials for the station.

RTCC – Highway Interventions £2.4m

Claims from local authorities have been lower than forecasted and the contingency of £0.75m has not been utilised.

Alexander Stadium Redevelopment (£7.1m)

Construction work is being undertaken, the overspend is a representation of accelerated drawdown of WMCA funding not an increase to WMCA's agreed commitment.

FORECAST V BUDGET VARIANCE COMMENTARY

University Station Improvement Project £8.2m

The construction programme has been rephased and activity has now been scheduled for Q1 of 2022/23.

Sprint – A45 Birmingham to Airport and Solihull £6.2m

This is due to utilities and construction work delays stemming from Covid-19 restrictions at the beginning of the year, as noted above, work is expected to accelerate in Q1 of 22/23.

RTCC – Highway Interventions £3.7m

Funding agreements have not yet been finalised so forecasted claims have not materialised.

Perry Barr Rail Station £1.9m

Construction costs around the Bus Interchange phase of the project have been moved into 2022/23.

Sprint – A34 Walsall to Birmingham £1.6m

There has been a re-profiling of utilities work and physical construction work from the beginning of the year due to the pandemic and also impacted by availability of resources.

Alexander Stadium Redevelopment (£2m)

The current year variance reflects the accelerated draw down of WMCA Investment Programme grant funding by Birmingham City Council.

	YEAR TO DATE - JANUARY			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Bus	10,559	20,634	10,075	15,300	24,258	8,958
Highway	2,059	4,017	1,958	3,748	5,362	1,614
Other	5,352	7,823	2,471	7,344	9,905	2,561
Rail	136	250	114	244	250	6
Sprint	144	197	53	197	197	0
TRANSPORT - OTHER MAJOR PROGRAMMES	18,250	32,921	14,671	26,833	39,972	13,139

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of January 2022, actual expenditure was £14.7m below budget. The main variances are as follows:

Cross City Bus – City Centre Package £3.5m

The timing of approval of a Traffic Regulation Order has led to re-phasing of work.

Dudley Interchange £2.8m

Various agreements required to progress this project are expected to be fully agreed by the end of February. Final due diligence is now taking place to approve the preferred contractor for construction work to commence in the coming months.

Coventry Electric Bus City £2.8m

The project team are working closely with the Operator to ensure appropriate evidence is presented in order to release payment for the next milestone.

Future Mobility Zone – Transport Network Data £0.9m

The timing of development of the survey system has led to a re-profiling of spend. The main activity within the project is still in the planning stage of developing the software.

A435 Alcester Road Bus Prioritisation £0.9m

A Traffic Regulation Order has been sought from the relevant local authority after which physical construction can begin.

Future Mobility Zone – Innovation Showcases £0.6m

This is driven by lower support costs for the University of Warwick who are studying student and staff attitude to travel post Covid through questionnaires. This activity is expected to continue throughout the remainder of the year.

FORECAST V BUDGET VARIANCE COMMENTARY

Dudley Interchange £4.7m

The timing of a Compulsory Purchase Order, which is required to make a land acquisition, has resulted in a revision of the forecast spend.

Cross City Bus – City Centre £3.6m

The timing of approval of a Traffic Regulation Order has led to re-phasing of work.

Future Mobility Zone – Transport Network Data £1.1m

The timing of software development within this project has changed. £0.5m expected costs to maintain this scheme have been postponed while a replacement to a previous contractor is found.

Future Mobility Zone – Enabling Data Exploitation £0.9m

The tender process to develop an app supporting all transport needs is in progress, after which development of the app can commence.

A435 Alcester Road Bus Prioritisation £0.9m

A Traffic Regulation Order has been sought from the relevant local authority after which physical construction can begin.

	YEAR TO DATE - JANUARY			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Minor Work Programme	8,357	10,173	1,816	11,648	12,536	888
TRANSPORT - MINOR WORKS	8,357	10,173	1,816	11,648	12,536	888

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of January 2022, actual expenditure was £1.8m below budget. The main variances are as follows:

Priority One Development Workstream £0.7m

Q1 and Q2 Local Authority claims were lower than budgeted and a change request has been submitted to change the delivery schedule for the schemes under this project.

Better Streets Community Fund £0.4m

Local Authority claims were lower in Q1 and Q2 than expected due to resources being diverted to other LA schemes.

Asset Management Programme £0.2m

Variance primarily relates to the delay in completing lighting upgrades at various bus stations and park and rides. Remaining variance relates to the rephasing of the upgrades to the Help Point systems. These have now commenced and are expected to complete by the end of the financial year.

FORECAST V BUDGET VARIANCE COMMENTARY

Better Streets Community Fund £0.4m

Mainly due to extension given to Local Authority schemes, resulting in rephasing of costs into 2022/23.

Priority One Development Workstream £0.1m

Minor reprofiling of the programme management requirements.

Asset Management Programme £0.1m

The bus shelter upgrade programme has been carried over to 22/23.

Priority One Delivery – Binley Road Coventry £0.1m

This is due to a £0.1m change request phasing expenditure into 22/23.

West Midlands Combined Authority Transport Capital Programme Grants to Local Authorities – January 2022

	YEAR TO DATE - JANUARY			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Grants to Local Authorities	5,009	7,866	2,857	9,187	7,866	(1,321)
Total Grants to Local Authorities	5,009	7,866	2,857	9,187	7,866	(1,321)

ACTUAL V BUDGET VARIANCE COMMENTARY

New St/High St/Victoria Sq Public Realm £2.2m

There has been a change in the scope of works planned for delivery.

B4106 Spon End - Coventry CC £0.7m

This is due to land acquisitions not yet complete. They are in the final stages of agreement and are expected to complete by the end of the financial year.

FORECAST V BUDGET VARIANCE COMMENTARY

B4106 Spon End - Coventry CC (£1.7m)

Construction work is expected to accelerate and complete by year end.

West Midlands Combined Authority Capital Programme Investment Programme Grants to Local Authorities – January 2022

	YEAR TO DATE - JANUARY			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Investment Programme (Grants to Local Authorities)	46,119	66,637	20,518	67,176	92,295	25,119
Total Investment Programme Grants to Local Authorities	80,790	135,150	98,764	67,176	92,295	25,119

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of January 2022, actual expenditure was £20.5m under budget.

UK Central HS2 Interchange £8.3m

This variance reflects the formally altered spend schedule of the Birmingham International Station and Roundabout Over-Trace schemes within this project.

UK Central Infrastructure Package £4.9m

The programme is made up of 26 components with underspends across them. The main cause of this variance is the rephased completion of property acquisitions.

Coventry UKC Plus – Coventry South Package £4.6m

Variance is mainly due to A46 Link Road Phase 1 workstream. Due to the timing of utility works, the completion date of this scheme has been rephased to December 2022.

Coventry Friargate Business District £4.6m

Variance is mainly due to rephased construction, plot acquisition and infrastructure costs. These have subsequently reduced professional fees as these are calculated as a percentage of construction.

FORECAST V BUDGET VARIANCE COMMENTARY

Coventry South Package £6.8m

The drawdown of WMCA funding for the A46 Link Road Phase 1 scheme is now expecting to begin in January 22, going into 22/23.

UK Central HS2 Interchange £6.7m

This is made up of the formal rephasing of the Roundabout Over Trace scheme (£4.7m) and the HS2 Parallel Design Process (£1m) and Hub Movement and Connectivity (£1.6m).

Coventry Friargate Business District £6.6m

Variance is mainly due to rephased construction, plot acquisition and infrastructure costs. These have subsequently reduced professional fees as these are calculated as a percentage of construction.

UK Central Infrastructure Package £4.3m

This is made up of several project streams, which have seen rephasing from the current year to next year. This is due to funding and legal agreements which have taken longer than initially anticipated.

West Midlands Combined Authority Housing Capital Programme – January 2022

	YEAR TO DATE - JANUARY			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Housing	25,323	50,414	25,091	31,999	58,578	26,579
Total Housing	25,323	50,414	25,091	31,999	58,578	26,579

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of January 2022, actual expenditure was £25.1m under budget.

Brownfield Housing Fund – Pipeline £7.8m A selection of pipeline projects have not been realised through approval and go live. The forecast has been updated to reflect this.

Black Country Land and Property Investment Fund (LPIF) £4.7m

The variance is split across the following workstreams, Iron Park Moxley (£2.2m), i54 Western Extension (£1.2m) and Phoenix 10 (£0.9m).

BLPDF £3.4m

The variance is made up of several components. Of the underspends, £0.9m under on Pipe Hall due to ongoing work to determine the best value route for remediation works, £2.6m under on Shard End which has not commenced due to ongoing landfill tax related discussions. These are offset by year-to-date overspends, the largest being £0.6m on Shidas Lagoon due to an acceleration of works.

Land Fund – Pipeline £3m

The original budget made assumed that drawdowns would be made for Icknield Port Loop, which has not occurred.

Land Fund – Icknield Port Loop Phase 2a and 2b £1m

Construction has slowed down due to availability of construction material.

Land Fund – Pipeline £1.2m

Not all schemes are now forecasted to commence this year.

FORECAST V BUDGET VARIANCE COMMENTARY

Brownfield Housing Fund Pipeline £6.9m

Forecast reflects projects which are expected to be approved by the end on 21/22.

Black Country Land and Property Investment Fund (LPIF) £5.9m

Schemes funded from the LPIF have been rephased, pushing the drawdown schedule into 22/23.

BLPDF £3.9m

Several schemes funded by BLPDF have been rephased resulting in drawdowns of funding being pushed back to 2022/23.

Land Fund- Pipeline £2.5m

The latest assumption is that only a small number of projects will go live in Q4, with a majority progressing into 2022/23.

NCF Pipeline £1.1m

More detailed assumptions about the timing of pipeline projects are now known.

Appendix 6 – WMCA Administered Funds – January 2022

Funding Stream	2021/22 Full Year Grant Award £'000	2021/22 Spend to Date £'000	Purpose
Midlands Connect	6,238	3,851	Work is continuing on delivering the Midlands Engine 'Vision for Growth'.
Getting Building Fund	33,000	33,000	Investment in local infrastructure projects to stimulate jobs and support economic recovery. The WMCA is the accountable body with funding allocated to the 7 Mets and 3 LEPs.
Housing First Pilot	9,600	9,600	WMCA are the accountable body for this grant award that has now been paid to Birmingham City Council to develop work streams to help rough sleepers off the streets
One Public Estate	926	926	It was agreed by WMCA Board that WMCA would assume accountable body status for this grant award, that is delivering various projects that secure more from public sector assets through collective action.
Highways Maintenance Block	9,043	9,043	Distributed to the 7 Mets. excluding Birmingham City Council which has separate PFI arrangements, to deliver programmed highways maintenance works in line with the conditions of the grant award
Integrated Transport Block	17,755	14,838	Supporting delivery of the 7 Mets. Capital Programmes & WMCA's Minor Works Capital Programme
Total	76,562	71,258	

Appendix 7

Total Regional Investment Programme Expenditure as at 31st December 2021

PROGRAMME	2021 / 2022 YEAR TO DATE			2021 / 2022 FULL YEAR			COST TO COMPLETION					
	BUDGET	ACTUAL	VARIANCE	BUDGET	FORECAST OUTTURN	VARIANCE	PRIOR PERIOD SPEND	2021 / 2022 FORECAST	FUTURE YEARS FORECAST	TOTAL FORECAST OUTTURN	TOTAL EXPECTED BUDGET	VARIANCE
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
COVENTRY UKC PLUS	60,277	47,012	13,265	73,859	66,296	7,562	129,607	66,296	519,504	715,407	711,862	(3,544)
SPRINT PROGRAMME	54,251	30,967	23,284	66,844	60,091	6,753	30,376	60,091	238,593	329,060	329,067	6
RAIL PROGRAMME	24,867	16,555	8,312	41,158	33,471	7,687	23,058	33,471	158,714	215,243	215,244	1
METRO PROGRAMME	114,998	84,985	30,013	178,088	158,033	20,055	359,111	158,033	1,162,308	1,679,452	1,664,977	(14,475)
UK CENTRAL INFRASTRUCTURE PACKAGE	8,592	4,672	3,920	61,747	51,325	10,422	80,741	51,325	1,261,151	1,393,216	1,386,153	(7,063)
UK CENTRAL HS2 INTERCHANGE	10,199	4,086	6,113	19,391	9,421	9,969	27,484	9,421	495,823	532,728	530,023	(2,705)
HS2 GROWTH STRATEGY TOTAL	273,185	188,277	84,907	441,086	378,638	62,448	650,377	378,638	3,836,092	4,865,107	4,837,326	27,780
COVENTRY CITY CENTRE SOUTH REGENERATION	11,457	9,154	2,303	26,000	22,963	3,037	37,675	22,963	273,827	334,465	329,851	(4,614)
INNOVATION PROGRAMME	8,491	9,869	(1,378)	12,657	14,590	(1,933)	23,554	14,590	156,855	194,999	194,999	(0)
LAND RECLAMATION AND REMEDIATION	13,303	7,489	5,814	20,874	11,035	9,839	46,018	11,035	142,947	200,000	200,000	(0)
COMMONWEALTH GAMES 2022	23,477	32,069	(8,592)	33,092	43,487	(10,395)	31,690	43,487	5,320	80,497	72,534	(7,963)
EMPLOYMENT, EDUCATION & SKILLS	247	286	(39)	308	396	(87)	647	396	18,957	20,000	20,001	1
BUSINESS AND TOURISM PROJECT - BATP	8,125	6,912	1,213	10,834	10,834	(0)	1,573	10,834	11,541	23,948	23,948	(0)
COVENTRY ELECTRIC BUS CITY	1,772	142	1,630	4,917	4,937	(20)	10	4,937	134,553	139,500	139,500	-
REGIONAL RECOVERY & RISKS	1,979	1,618	361	17,028	12,373	4,654	-	12,373	37,177	49,550	53,750	4,200
COLLECTIVE INVESTMENT FUND	28,177	19,296	8,881	40,479	34,674	5,806	60,628	34,674	904,699	1,000,000	1,000,000	-
OTHER INVESTMENT PROGRAMME SCHEMES	97,027	86,835	10,192	166,189	155,289	10,901	201,794	155,289	1,685,876	2,042,959	2,034,583	8,376
GRAND TOTAL	370,212	275,112	95,100	607,275	533,926	73,349	852,170	533,926	5,521,969	6,908,066	6,871,910	36,156

West Midlands Region Investment Programme Financial Commentary

Period Ending 31st December 2021

Commentary concerning specific programme-level variances is provided below:

Metro Programme (£30.0m)

The year-to-date variance primarily comprises the Birmingham Eastside and Wednesbury to Brierley Hill extensions.

Utilities works and contingencies in respect of land acquisition have been re-phased for the Birmingham Eastside extension.

For the Wednesbury to Brierley Hill extension, construction work has been re-phased pending delivery and approval of Target Cost 2. Utilities works have been rephased and are due to commence after completion of enabling works.

Coventry UKC Plus (£13.3m)

The year-to-date variance observed for the Coventry UKC Plus programme has resulted from the A46 Link Road Phase 1 (£8.2m), Coventry Station Masterplan (£2.5m), Coventry Very Light Rail (£1.7m) and UK City of Culture 2021 Regeneration (£0.9m) projects.

For the A46 Link Road Phase 1, earthworks are progressing well. The year-to-date variance observed of £8.2m is due to poor weather conditions within Q1 21-22, materials supply issues and the impact of COVID-19.

For Coventry Station Masterplan, on site works have continued at pace, and construction is nearing completion. Defect and snagging works are currently being undertaken, and are expected to be complete within the coming weeks ahead of the final statutory Entry into Service Process. Some of the year-to-date variance is in respect of the Footbridge and Canopies work stream, affected by weather conditions and equipment availability. It is expected that all elements of the project will be opened together.

The Coventry Very Light Rail variance has been partially caused by issues with wiring looms, shipping and COVID-19 restrictions preventing travel for engineering staff within Q1 21-22. The demonstrator vehicle is on track to be delivered to Dudley for site acceptance in Q4 21-22.

The variance of £0.9m for the UK City of Culture Regeneration project, being 21 individual public realm and infrastructure improvement schemes throughout Coventry City Centre in preparation for UK City of Culture 2021, is primarily in respect of closing works on the Retail Quarter, Screens and Digital and Pool Meadow/White Street work streams. Work on the overarching project is expected to be completed within Q4 2021-22, and WMCA Investment Board is expected to receive a report on the project in the near future.

In each instance, the overall outputs are not expected to be affected by the variances observed.

Sprint Programme (£23.3m)

The year-to-date variance for the Sprint programme is primarily in respect of the A34 Walsall to Birmingham and A45 Birmingham to Airport and Solihull schemes. On-site construction is in progress, and it is not anticipated that the year-to-date variances observed will result in a material change to the planned completion dates, as construction will accelerate during the remainder of the year and into Q1 22-23 to ensure completion in July 2022 prior to the Commonwealth Games.

The A34 Walsall to Birmingham scheme comprises four construction contracts across the Walsall Council, Sandwell Council and Birmingham Council regions. Construction on three of the contracts commenced as scheduled, while the fourth contract was re-profiled, resulting in a year-to-date variance. Construction work on this fourth contract is now also in progress, and no significant annual variance is expected in respect of this project.

Appendix 8

WMCA Investment Programme Commitments as at 31st January 2022

£m	Total Expected Approvals	Approved Commitments	Actual Spend (Dec-21)
Coventry UK Central Plus	288.1	94.8	80.4
Sprint Programme	217.4	47.0	25.1
Rail Programme	119.6	63.0	19.2
Metro Programme	222.8	222.8	100.6
UK Central Infrastructure Package	288.0	34.4	21.2
UK Central HS2 Interchange	398.0	63.0	30.2
SUB TOTAL HS2 GROWTH STRATEGY	1,533.9	525.1	276.6
Coventry City Centre South Regeneration	150.0	150.0	29.5
Innovation Programme	50.0	16.1	10.7
Land Reclamation and Remediation	200.0	103.0	53.5
Commonwealth Games 2022	25.0	25.0	25.0
Employment, Education & Skills	20.0	1.3	0.9
Business and Tourism Project - BATP	2.6	2.6	0.0
Coventry Electric Bus City	5.0	5.0	0.1
Regional Recovery & Risks	35.5	30.4	1.6
OTHER INVESTMENT PROGRAMME	488.1	333.4	121.3
TOTAL	2,022.0	858.5	397.9

Appendix 9 – WMCA Balance Sheet as at 31 January 2022

	31 January 2022 £'000	31 December 2021 £'000	Movement £'000
Property, plant and equipment	583,641	571,740	11,901
Intangible assets	1,262	1,295	(33)
Investments	20,122	17,006	3,116
Loan Receivables	15,612	15,612	-
Long-term assets	620,637	605,653	14,984
Short-term debtors	80,312	73,719	6,592
Short-term deposits	399,900	433,000	(33,100)
Cash and bank	603	46	557
Current assets	480,815	506,765	(25,950)
Loans - interest due	(2,073)	(1,702)	(371)
Short-term loans	2	2	-
Short-term creditors/accruals	(125,467)	(118,030)	(7,437)
Current liabilities	(127,538)	(119,730)	(7,808)
Net current assets	353,277	387,035	(33,759)
Provisions	(4,127)	(4,127)	-
Loans - PWLB	(263,078)	(263,235)	157
Other loans - Barclays	(10,000)	(10,000)	-
Dudley MBC	(5,594)	(5,594)	-
Grants receipts in advance	(396,412)	(415,003)	18,591
Long-term liabilities	(679,211)	(697,959)	18,748
Net assets	294,703	294,730	(27)
General fund balance	6,615	5,537	1,078
Earmarked reserves	251,695	256,417	(4,722)
Capital grants unapplied reserve	1,841	1,841	-
Usable reserves	260,151	263,795	(3,644)
Revaluation reserve	6,304	6,306	(2)
Deferred capital grants account	616,227	604,357	11,870
Capital financing account	(584,561)	(576,310)	(8,251)
Financial Instruments Adjustment Account	(2,388)	(2,388)	-
Accumulated absences account	(1,030)	(1,030)	-
Unusable reserves	34,552	30,935	3,617
Total reserves	294,703	294,730	(27)

Pay Policy Statement

1. Introduction and Purpose

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

2. Legislative Framework

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

3. Pay Structure

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

- 3.2. Based on the application of job evaluation processes, the West Midlands Combined Authority uses the nationally negotiated pay spine as the basis for its local grading structure (known as the main salary scale). This determines the salaries of the majority of the workforce, together with the use of other nationally defined rates where relevant. The West Midlands Combined Authority's terms and conditions of employment for non-Chief Officers will be in accordance with collective agreements negotiated from time to time by the Passenger Transport Forum (PTF) for Passenger Transport Executive Staff set out in the Scheme of Salaries and Conditions of Service (Commonly known as the "Green Book") as amended or supplemented by such local collective agreements reached with trade unions recognised by the West Midlands Combined Authority, currently Unison. The association with the PTF is has been put under notice with the finalisation of the 2021-22 pending pay award. Application has been approved to join National Joint Council (NJC) for Local Government for future pay agreements.
- 3.3. In determining its grading structure and setting remuneration levels for all posts, the West Midlands Combined Authority takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.
- 3.4. New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate when a higher skill level and/or experience are applicable. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the West Midlands Combined Authority will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources.

4. Market supplements

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

5. Senior Management Remuneration

- 4.1. For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2021. Salaries quoted are based on the full time equivalent (FTE) of 36.5 hours per week. The table lists the 72 chief officer posts that make up 9.88% of the 729* people employed by the West Midlands Combined Authority.

**Refers to the staffing count as at 1st March 2022 which includes all permanent, temporary and casual employees*

Title	Grade	Minimum	Maximum
Chief Executive	1 post	£175,000.00	£200,500.00
Title - Executive Directors			
Director of Economic Delivery, Skills & Communities Director of Finance & Business Hub Director of Housing, Property and Regeneration Director of Strategy, Integration & Net Zero Director of Transport for West Midlands	Directors (5 posts)	£120,000.00	£145,000.00
Title - Operational Directors			
Director of Commercial and Investment Director of Customer Experience Director of Integrated Transport Service Director of Network Resilience Director of Policy Strategy & Innovation Director of Rail and WMRE Director of Strategic Partnerships and Delivery Integration Director of Employment and Skills Delivery Director of Communicators WMM Projects Director	Operational Directors (10 posts)	£80,000.00	£130,000.00
Title - SLT Direct Report			
CWG Technical Director Cycling and Walking Commissioner Director- Energy Capital Head of Implementation: PSR and Prevention Head of Major Programmes (Finance) Head of Mayoral Policy and Delivery Head of the Chief Executive's Office Strategic Head of Digital and Data	SLT Direct Report (8 posts)	£80,000.00	£110,000.00

Title - Head Of Service	Grade	Minimum	Maximum
Head of Bus Head of Business and Partnerships Head of Business Planning, Performance & Transformation Head of Continuous Improvement and Change Head of Customer Experience Head of Cycling and Walking Head of Economy Policy Head of Employment offer Head of Environment & Net Zero Head of Finance Business Partnering & Strategic Planning Head of Financial Management Head of Health & Communities Head of Innovation and insight for skills and economy Head of Mayoral Operations Head of Network Transformation Head of Operational Assets Head of People Head of Policy & Housing and Regeneratio Head of Procurement Head of Programme Assurance and Appraisal Head of Rail Delivery Head of Rail Development Head of Rail Development and Integration Head of Road Network Management &Traffic Head of Skills Development Head of Sprint Head of Sprint Delivery Head of Strategic Facilities Management and Building/ Estate service mgt Head of Structuring - Investment Head of Swift Head of Thrive Head of Transport Implementation Head of Transport Innovation Head of Transport Strategy and Planning Key Route Network Manager Senior Implementation Manager WMRE Head of Rail Programme	Head of Service (37 posts)	£60,000.00	£85,000.00

Title - SME (Subject Matter Expert)	Grade	Minimum	Maximum
CWG Head of Spectator Transport CWG Senior Program Manager Head of ICT Delivery Head of Park & Ride Programme Sponsor Programme Sponsor. WMRE Senior Development Manager Senior Development Manager Senior Implementation Manager (OPE) Systems Development Manager Strategic Lead Transport Intelligence	SME (Subject Matter Expert) (11 posts)	£60,000.00	£85,000.00

5.2 The roles and job titles detailed above represent a snapshot in time of currently filled posts and could change over the course of the year. All remuneration arising from any changes will, however, be compliant with the limits set as detailed above with any deviation to the policy requiring a supplementary approval by WMCA Board.

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

5. Recruitment of Chief Officer Related Posts

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

2. Additions to Salary of Chief Officer Related Posts

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

3. Payments on Termination

- 3.1. The West Midlands Combined Authority's approach to discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and the Local Government Pension Scheme (LGPS) Regulations 2013 (as amended).
- 3.2. The circumstances of each individual redundancy case will be assessed, each specific case will be judged equally and fairly on its own merits.

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

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

weeks, based on an employee's age and length of employment. Length of service is capped at 20 years.

- A week's pay for the calculation of the enhanced redundancy payment shall be the actual amount of a week's pay based on the annual salary as at the date of redundancy. To calculate the enhanced redundancy payment this shall be multiplied by a factor of 1.75.

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

2. Publication

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

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

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- employer's contribution to the person's pension;
- any bonuses so paid or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above.

3. Lowest Paid Employees

3.1. The West Midlands Combined Authority has adopted the principle to pay the UK Real Living Wage. The lowest paid persons employed under a contract of employment with the West Midlands Combined Authority are employed in accordance with the minimum spinal column point currently in use within the Authority's grading structure. As at 1st April 2021 this is £20,291 per annum and is 7 points higher than the main pay spine minimum and 3 points higher than the UK Real Living Wage minimum in the spinal column. West Midlands Combined Authority have obtained living wage foundation accreditation. Any changes to the Real Living Wage hourly rate will be implemented from the 1st April each year.

3.2. The West Midlands Combined Authority employs Apprentices who are not included within the definition of 'lowest paid employees' as the terms and conditions are determined by the National Apprenticeship Service. The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

3.3. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay

through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that “it would not be fair or wise for the Government to impose a single maximum pay multiple across the public sector”. The West Midlands Combined Authority accepts the view that the relationship to median earnings is a more relevant measure and the Government’s Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority’s workforce.

- 3.4. The current pay levels within the West Midlands Combined Authority define the multiple between the lowest paid employee and the Chief Executive as 1:9.50 and; between the lowest paid and average chief officer as 1:4.13. The Authority’s multiplier falls well below Lord Hutton’s public sector threshold.
- 3.5. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the West Midlands Combined Authority will use available benchmark information as appropriate.

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

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

5. Accountability and Decision Making

- 5.1. In accordance with the Constitution of the West Midlands Combined Authority, the Employment Committee is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to chief officer positions within the West Midlands Combined Authority. Overall the Authority aims to maintain a mid-market position on chief officer pay in comparison to similar authorities.

Appendix A

West Midlands Combined Authority - SALARY SCALES INCREASED WITH EFFECT FROM 1 APRIL 2021

NEW BASIC SALARY W.E.F.1.4.21	
SALARY POINT	PER ANNUM
9	17,348
10	17,783
11	18,276
12	18,341
13	18,452
14	19,072
15	19,666
16	20,291
17	21,067
18	21,766
19	22,491
20	23,065
21	23,991
22	24,944
23	25,950
24	26,985
25	28,062
26	29,188
27	30,351
28	31,564
29	32,833
30	34,142
31	35,510
32	36,574
33	37,672
34	38,796
35	39,965
36	41,169
37	42,400
38	43,670
39	44,983
40	46,333
41	47,721
42	49,153
43	50,628
44	52,148
45	53,716
46	55,322
47	56,988
48	58,697
49	60,451
50	62,265

MARKET SCALES		NEW BASIC SALARY W.E.F.1.4.21	
SALARY POINT		PER ANNUM	
51		64,132	
52		66,057	

WMCA Annual Business Plan 2022 – 2023

**Unlocking the potential
of the West Midlands.**

**A more prosperous and better connected
West Midlands which is fairer,
greener and healthier**



**West Midlands
Combined Authority**



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Foreword from Laura Shoaf

CEO

2022 is going to be a great year for the Combined Authority and the West Midlands as a whole, with all eyes on the region as we host a fabulous Commonwealth Games. But we also have our challenges, as we support recovery from the challenging economic and social impact of Covid 19.

We have a great deal to deliver and the 2022/2023 Annual Business Plan not only sets out what we are going to do, but also how everyone is contributing through the 'golden thread' to the new aims and objectives. This will ensure we achieve the best outcomes for the Region, and make it better connected, more prosperous, fairer, greener and healthier.

How will we achieve this? It isn't only the work that we do, it is the way that we do it. The WMCA is a partnership organisation, our people have a can-do attitude and are innovators. We try new ways of doing things, we aren't afraid to fail, learn from what went wrong and try again. Give it a go, you are empowered to be creative and explore and innovate.

We also have a customer service ethos and should be asking customers, partners, and each other 'how can I help'. If that is our basic approach, then everyone has everyone else's back, and everyone is doing more than their fair share. As long as everyone does that, everyone wins. Helping, by doing what needs to be done, or helping someone else find the solution, even when it is not your responsibility to do so, is the ethos we should work to.

As an organisation, we will continue to adapt and develop to the opportunities and challenges ahead. We will continue to transform ourselves and our organisation into the best we can be, underpinned by our values and behaviours and everyone contributes towards achieving our vision.

I am looking forward to delivering this plan with you all.

Who we are

The West Midlands Combined Authority (WMCA) is a partnership between 18 local authorities and other bodies including Local Enterprise Partnerships, the West Midlands Police and Crime Commissioner and West Midlands Fire and Rescue Authority.

We have seven constituent local authority members who make up the WMCA Board.

The WMCA was created through a devolution deal in 2016, where central government in Westminster gave us powers and money to improve the lives of people in the West Midlands.

In 2017 Andy Street was elected as the first Mayor of the West Midlands; he was re-elected in May 2021.



	Greater Birmingham and Solihull LEP	Black Country LEP	Coventry and Warwickshire LEP	Marches LEP
Constituent authority				
Non-constituent authority				
LEP member only				

The WMCA exists to create a more prosperous and better connected West Midlands which is fairer, greener and healthier

We add value for the region by working only where we're uniquely best placed:

- 1. Connecting Others
- 2. Action with Regional Scale Impact



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WMCA Statutory functions : Provision of Regional Adult Education, Delivery of free English National Concession transport for Older and Disabled citizens on Bus, Production of a Regional Economic Strategy and Local Transport Plan.

Values & Behaviours

Our vision

WMCA is committed to a **better connected, more prosperous, fairer, greener and healthier region**. This is our vision.

We will achieve our vision through living our values which are central to how we work and interact with our wider partners and stakeholders.

Our Charter gives us a solid foundation that can both give insight in to what our culture is like and be used to hold us to account when necessary to make sure we are living our Values.

Our values and behaviours

Our behaviours underpin each of our values. They are not all the ways we should behave but they help us to understand better what is expected from us as WMCA employees.

More in depth information on our behaviours including further examples and how they link to our people processes can be found in our behaviour guide in the link below

- [Guide to Behaviours](#)
- [Performance Management System - ClearReview](#)



Collaborative

- Team Focused – working as part of team, managing and leading
- Service Driven – customer, resident and partner focused



Driven

- Empowered and Accountable – taking ownership and leading when needed
- Performance Focused – being ambitious and going the extra mile



Inclusive

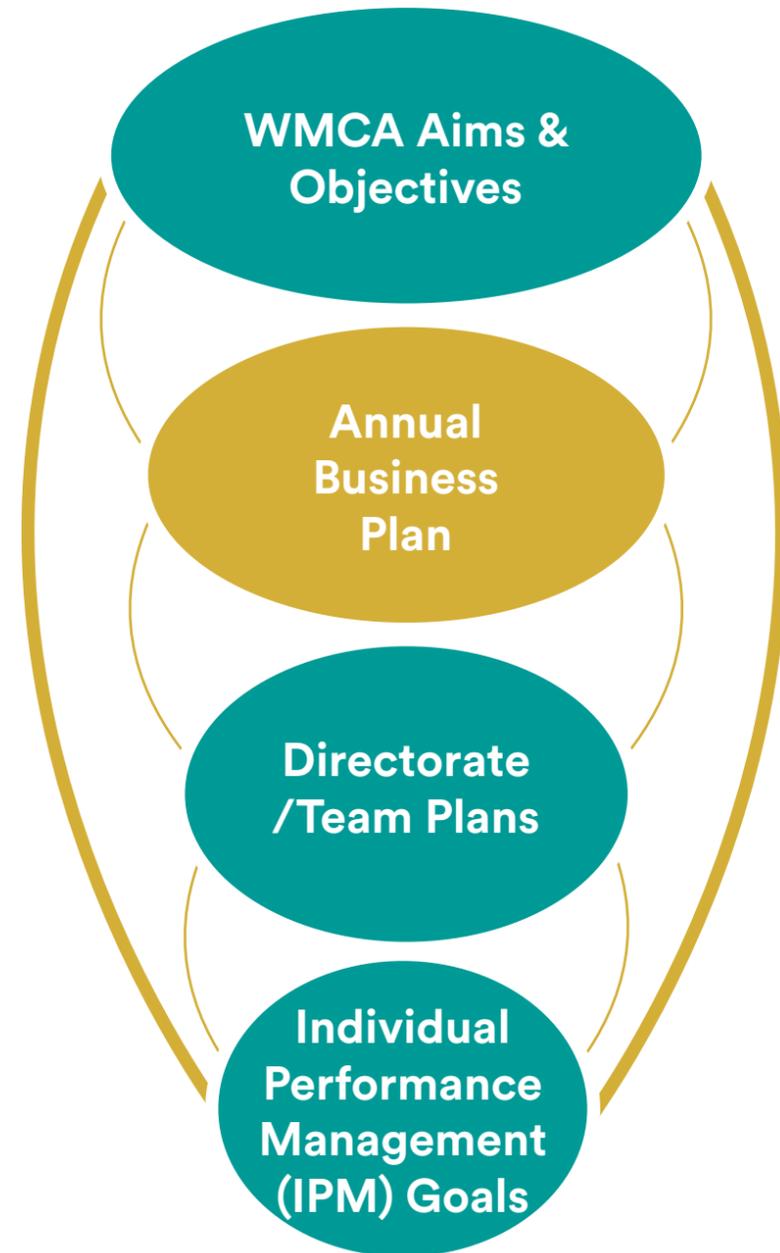
- One Organisation Mindset – believe in each others expertise
- Open and Honest Communication – we do what we say we are going to do



Innovative

- Forward Thinking – embrace change and open to new possibilities
- Problem Solving – go for clear and simple whenever possible

Golden Thread

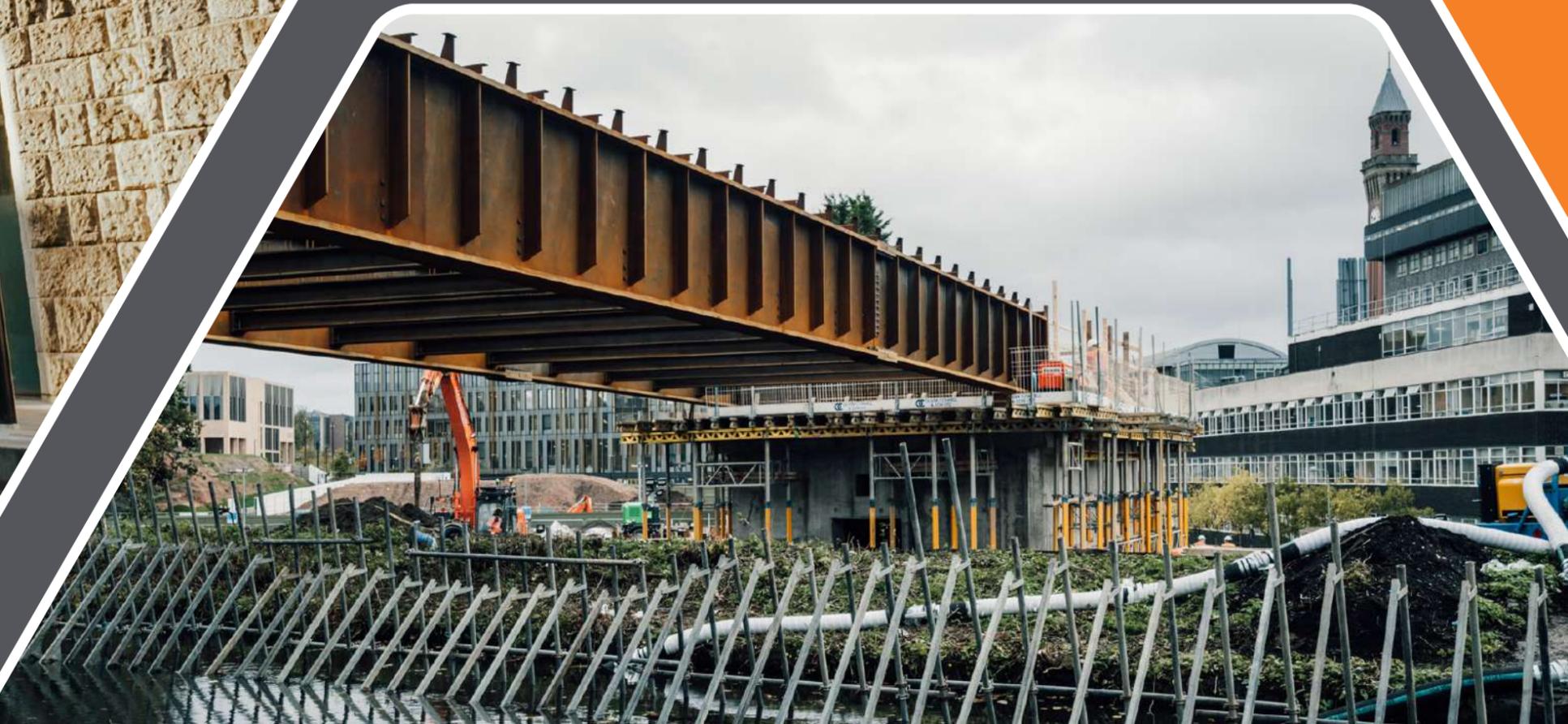


The Annual Business Plan (ABP) is a vital link in the ‘golden thread’ between the WMCA Aims and Objectives, through Directorate and team plans and into Individual Performance Management (IPM) goals.

There are six aims each with a number of objectives sitting underneath. These are outlined later in this plan and explained in more detail in our overarching document [“WMCA Aims & Objectives: Unlocking the potential of the West Midlands”](#) here.

This Annual Business Plan is a resource for all our staff to clearly see how the work they are doing supports the delivery of the strategic aims and, ultimately achieve the vision of a more prosperous and better connected West Midlands that is fairer, greener and healthier. In addition to the Aims, Objectives and High Level Deliverables there is an overview from each Director on how they will deliver the ABP as well as content on the Enabling Services functions and the Corporate Management Team. In the finance section there is improved visibility and transparency of the sources of funding and detail on how the plan will be measured and reported.

Everyone across the CA has a part to play to unlock the potential of our region and we hope this plan helps you understand how your role contributes.



Our Executive Team

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Laura Shoaf
Chief Executive



Gareth Bradford
Executive Director of Housing,
Property and Regeneration



Ed Cox
Executive Director of Strategy,
Integration and Net Zero



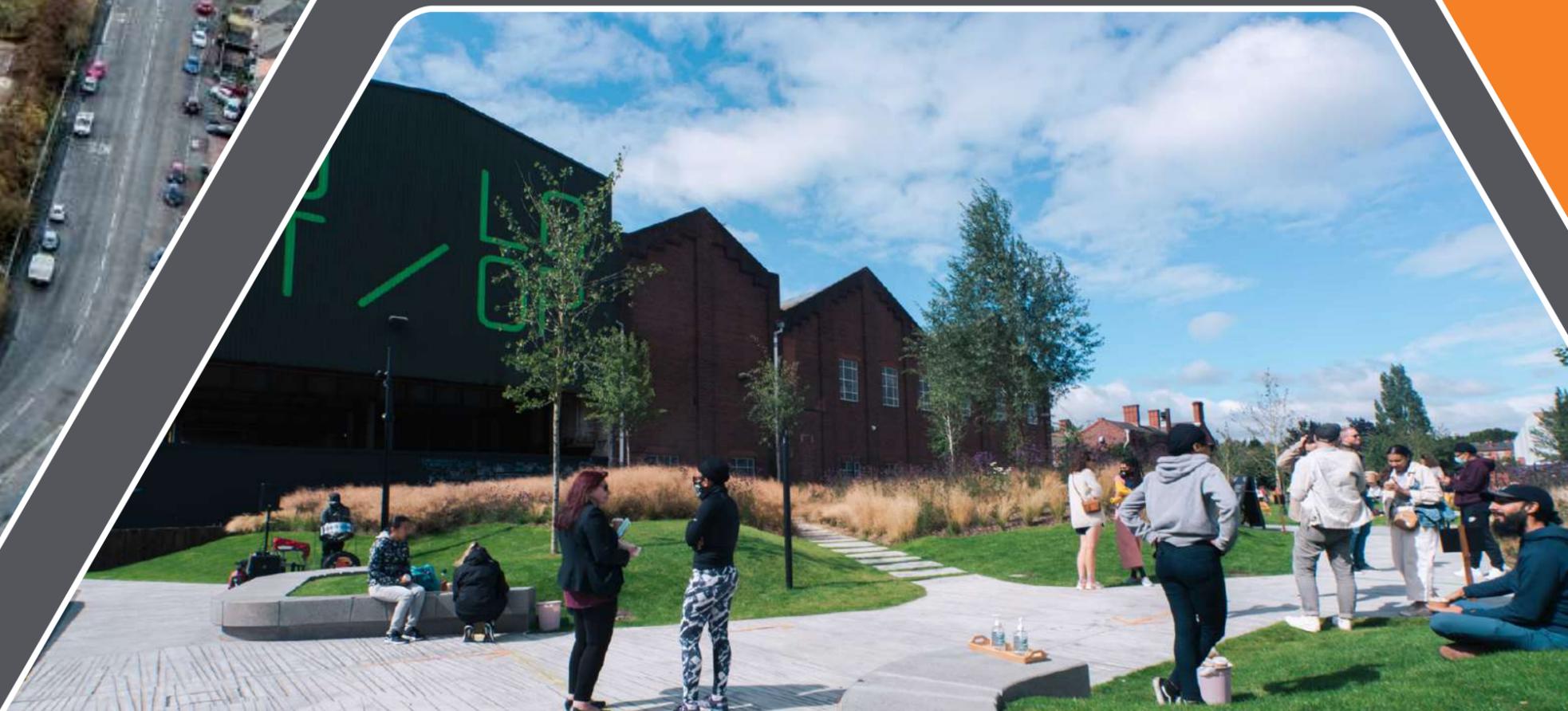
Anne Shaw
Executive Director
Transport for West Midlands



Dr Julie Nugent
Executive Director of Economy,
Skills and Communities



Linda Horne
Executive Director of
Finance & Business Hub





Gareth Bradford

Executive Director of Housing, Property and Regeneration

We work closely with local authorities and other partners in the region and beyond to secure new funding and Government and industry support, develop innovative policy solutions like Help to Own and diverse new initiatives as well as supporting local plans and master planning.

We provide the land, expertise, advice, brokering and financial support to turn sites and opportunities into new homes, jobs and communities.

The Directorate is also responsible for the operation and delivery of high quality and sustainable services at our head office as well as the strategic management of the wider WMCA estate portfolio.

In 2021 the Directorate oversaw the deployment of £100m+ to invest in housing, commercial and regeneration schemes in the region, heavily prioritising brownfield sites. Funding through our landmark bespoke Single Commissioning Framework secured an average 25% affordable housing and saw investment create genuine additionality, including in design quality, innovation, density and zero carbon. Some of these schemes were on the nation's largest and most challenging brownfield sites which in some cases had been stalled and derelict for decades. We continued to build new and strengthen existing relationships as we launched the West Midlands' first Public Land Taskforce, progressed our programme of industry-led taskforces on town centres, zero carbon, modular construction and commercial development, signed a strategic partnership with St Modwen and progressed innovative partnership working with regional housing associations. We strengthened relationships with local authorities through our work supporting local plans and master planning, hybrid working, new investment propositions, comprehensive business cases to Government and further project pipeline development. We also led the transformation of 16 Summer Lane to support hybrid working and our wider WMCA property and estate management goals.

We expect 2022 to bring more devolved funding, opportunities and support to the region so we can step up our land, property, investment and regeneration work. We'll see partnerships, vehicles, collaboration and joint ventures emerging between WMCA and Homes England, housing associations and industry, and a deepening of our relationships with local authorities. Securing brownfield funding and demonstrating delivery on the ground will remain critical to drive private sector confidence and trust and deliver wider placemaking changes, which will continue to be important for economic recovery, inclusive growth and sustainable delivery. 2022 will see us launch new products supporting organisational priorities, hybrid working and key approved deliverables including low carbon and inclusive growth; a Public Land Charter, a new Investment Prospectus, a WMCA Acquisitions and Disposals Framework and a new Business Continuity Plan. We'll be driving the low carbon agenda in all our work by supporting the delivery of Zero Carbon Homes milestones, reviewing our own estate and working to accelerate growth in the regional Advanced Methods in Construction industry.

Key facts and figures

1

Over £15bn of Investment Opportunities in our new 2022 West Midlands Investment Prospectus

2

Over £600m of devolved housing and land funds secured from Government since 2018

3

Over 8,000 new homes, 3.8 million square foot of commercial space and almost 12,000 jobs unlocked by Housing and Land investment since 2018



Ed Cox

Executive Director of Strategy, Integration and Net Zero

During 2021/22 the Inclusive Growth and Public Service Reform Directorate worked with partners from every sector across the region to find new ways of tackling some of the West Midlands' most complex and deep-rooted challenges: from social, economic and health inequalities to making the shift to a zero carbon region by 2041. Covid shone the spotlight on some of the inequalities that exist in the West Midlands. As a directorate, we worked with partners to identify the solutions that will help us recover from its impacts, delivering on the priorities identified by our Citizen Panel and contained in our Community Recovery Plan.

- Our Thrive Into Work programme has helped 250 individuals with additional needs to gain, or retain, employment ; while an estimated 270,000 employees are experiencing enhanced workplace wellbeing through Thrive At Work.
- Our social prescribing pilot has encouraged walking and cycling in place of medical intervention and the Include Me has put the West Midlands on the map as an exemplar region for disability inclusiveness.
- The Homelessness Taskforce has worked to design out homelessness for a further 130 people in 2021/22, bringing the number accommodated through its Housing First programme to 500.
- We have supported creative new ideas from community groups across the region through our Community Recovery Innovation Challenge and launched a social economy growth strategy.
- And we have established the West Midlands as a net zero leader with a new Five Year Plan to cut carbon emissions, a national pathfinder for smart energy solutions, action plans for the Circular Economy and the Natural Environment, a Community Green Grants scheme and a pioneering Net Zero Neighbourhood programme to demonstrate new approaches to housing retrofit.

In the coming year, as much of this work folds in with new strategy, public policy and research and intelligence functions, we will develop new programmes to create a fairer and greener West Midlands. This will include:

- Leading the region in the development of a Trailblazer Devolution Deal In response to the government's Levelling Up White Paper.
- Enhancing the WMCA's research and intelligence functions to put evidence-based policy-making and analysis at the heart of our work.
- Supporting the Young Combined Authority to make sure the voice of young people has an impact across the WMCA's corporate plan.
- Continuing to embed our approaches to inclusive growth and social innovation across the organisation and driving forward implementation of the West Midlands' Social Economy Growth Strategy.
- Implementing practical environmental and energy solutions to tackle the effects of climate change.

Key facts and figures

1

First region to move 500 homeless people into secure housing through the Housing First programme as street homelessness hits decade low.

2

3700 people with mental health needs have secured and sustained employment through Thrive-into-Work programme which is proven to be more cost-effective than conventional programmes.

3

Highest scoring mayoral combined authority for our climate action plans according to Climate Emergency UK and second highest of all 409 local and combined authorities.





Anne Shaw

Executive Director of Transport for West Midlands

Essential to achieving our plans for 2022/23 is the recovery of our transport system, following the Covid-19 pandemic. The challenges over the last two years have been significant but we maintained services for our customers, responded to an ever-changing environment whilst carrying out our business-as-usual activity and forging ahead with our investment commitments.

Our investment in infrastructure to build and improve rail stations, extend the Metro and enhance our roads to make bus journeys more reliable and road users safer is keeping us busy and will support our customers, businesses, economic recovery, and preparations for the Commonwealth Games. For the first time, through the City Region Sustainable Transport Settlement (CRSTS) funding, we have the ability to deliver longer term, sustainable transport investment with an established programme of projects.

We are also about to embark on a huge programme of change for our bus services through the implementation of the Bus Services Improvement Plan (BSIP). This will include Bus Service reform and changes to registration powers, welcoming an all-electric bus city at Coventry and introducing hydrogen buses onto our network.

We cannot miss the opportunity that the pandemic has presented, which is why we will be putting cycling at the heart of a green recovery, and with our local authority partners, we will be improving the 500-mile Starley Network and introducing the West Midlands Cycle Hire Scheme.

During 2022/23, TfWM will continue to work with partners to ensure we deliver operational services, improvements, and investments across the region that meet the WMCA's core objectives around social, environmental, and economic outcomes for our residents and businesses, and the many visitors we will see during the Commonwealth Games.

This is an exciting time for TfWM as we embark on a new and exciting agenda transforming our infrastructure and services as well as resetting our statutory transport plan which sets the framework to meet the challenge ahead and truly ensures transport provides access to journeys that help moves the region forward.

Key facts and figures

1

1/4 of the regional investment in transport spend comes through Transport for West Midlands.

2

The City Region Sustainable Transport Settlement Programme will create over 3,570 new jobs, over 100km of new cycle lanes and 50km of new priority bus lanes doubling the amount in the West Midlands over the next 5 years.

3

At present an average of 5m passengers are using the metro service each year.



Dr. Julie Nugent

Executive Director of Economic Delivery, Skills and Communities

The Directorate of Economic Delivery, Skills and Communities seeks to ensure that every resident has the skills needed to find a good job and progress at work, and that businesses in the region have access to support that will accelerate productivity and deliver economic growth. And we are committed to working with local partners to ensure that all of our communities are able to benefit from this growth.

The team is committed to driving an inclusive regional economy through its policy leadership, commissioning and delivery of economic and skills programmes and championing opportunities for good growth. We will do this by working closely with local authorities, Local Enterprise Partnerships, universities, the West Midlands Growth Company, businesses and business representative groups, colleges, providers and a range of Government partners and agencies as diverse as UKRI, DWP, the British Business Bank and the British Film Institute.

In 2021/22, we invested over £150m of adult skills funding to ensure training provision across the region is both strategically aligned to economic need and targeted at those who need it most. We responded quickly to emerging labour market demand, investing in new provision aligned to key economic sectors in construction, manufacturing, digital and business and professional services – with a 20% increase in job outcomes across our offer. We were ahead of the game in developing and delivering HGV driver training in response to emerging sector pressures – providing a blueprint for subsequent national developments. We successfully delivered the first set of digital bootcamps tailored to in demand job roles. These delivered participation of 50% BME and 50% female participation – with two-thirds of participants finding work.

We have also led the development of the West Midlands Plan for Growth, which sets out the focus by which the region can catalyse above-forecast growth in significant and nascent clusters where the region has comparative advantage and the private sector has confidence to invest.

We have convened fortnightly Economic Impact Group meetings with a diverse range of business voices across the region, chaired by Mayor Andy Street. This has helped partners pinpoint issues, including energy costs and trade priorities, which we have then used to collectively lobby government and inform regional delivery.

We have led delivery of the West Midlands Innovation Programme and overseen the successful commissioning of the Made Smarter West Midlands Programme. And we have supported Create Central to deliver its cluster growth programme for the creative content industry, including stimulating Digbeth's transformation as a centre for creative content production; signed a five year partnership deal with the BBC to boost activity in Birmingham and the wider region, and trialled the Apprenticeships Training Hub scheme.

In the coming year, we will continue to promote strong and inclusive economic growth across the region and ensure everyone has the opportunity to benefit by:

- Championing further devolution, through our trailblazer devolution agreement to extend local leadership of economic, skills and employment support interventions working through simpler and stronger relationships with local authorities and other partners through the Economic Growth Board.
- Leading a regional approach to new economic interventions, including the UK Shared Prosperity Fund, a new Innovation Accelerator, and the commitment to double public R&D investment in the region by 2024/5.
- Continuing to lead a regional approach to the development and delivery of an integrated employment and skills offer across every part of the region, closely aligned to current vacancies and to emerging sectors within our economy.

We will also lead on the WMCA's work on health and communities. This will include:

- Working alongside the new Integrated Care Partnerships to develop programmes to tackle health inequalities at their source.
- Continuing to support mental health in the region through our Thrive programmes and the Mental Health Commission.
- Driving out homelessness in the region through programmes such as Housing First, led by the Homelessness Taskforce.

Key facts and figures

1

Since devolution of AEB funding in 2019 combined with the extra funding that we have been able to secure for programmes and our confirmed allocation for delivery next year, we have seen over half a Billion pounds (£609m) come into the West Midlands.

2

This has enabled us to support 143,364 individual residents across the West Midlands gain new skills and work experience, and seen over a quarter of a million enrolments (287,170) on a wide range of courses.

3

Through this work to date, we have been able to support just over 40,000 residents, both into work and progress in work.



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Linda Horne

Executive Director of Finance & Business Hub

The Finance and Business Hub (FABH) was brought together under one team in April 2021 as part of the ongoing WMCA business transformation programme. The aim was to achieve excellence in our professional services, keeping the organisation safe, supporting its performance and enabling its transformation.

WMCA Professional services of Organisational Planning, Performance, Finance, HR, Commercial and Investments, Appraisal and Assurance, Procurement, Insurance and Risk were consolidated into our New Finance and Business Hub, creating a team of 111 professionals working across the entire organisation.

Over the past few years not all of our professional services have received the investment needed in our capacity and capability to deliver the huge diversity of activity our Organisation is responsible for. As a team, we have taken time to review, reshape and invest to ensure we can deliver the excellent and agile support everyone needs and to be fit for the future.

Our Team Vision :

Helping to deliver the future ambition of WMCA by growing a cohesive team of forward thinking, insightful, innovative, respected and high performing professionals who act as value adding enablers, underpinned by modern integrated systems that provide a single version of the truth, to enable delivery of outstanding services to our customers within a sound internal control framework.

We are already seeing benefits of this new joined up working within our team, sharing intel, knowledge, resources, best practice as well as delivering an improved integrated planning process for the 22/23 financial year linking activity, finances and resource planning to ensure we get best value from our funding. Our Single Assurance Framework and Risk Frameworks have also been reviewed and are being embedded organisation wide and we have developed a brand new 'One source of the Truth' performance monitoring framework, reporting and tool which will launch from April. We have also helped keep the WM economy afloat by delivering an average payment time on our invoices, from receipt to payment, of an average of 8 days.

We have a balanced budget for 22/23 and we can now focus on the financial sustainability strategy heading into 23/24 and we will continue to support everyone as we move into our new ways of Hybrid working. There is new funding, such as City Region Sustainable Transport fund and opportunities from the Levelling Up agenda, Trailblazer Devolution and UK Shared Prosperity funds. In addition, we continue with work on our transformation of systems and processes with the aim to free up and empower the organisation...we have loads to do!

This is all extremely exciting, and I am very proud to be leading such a dedicated, hard working and fabulous 'FABH' Team!

Key facts and figures

1

Since April 2021, the number of job offers made to candidates 192 (149 direct, 17 agency, 26 internal moves).

2

Average time taken to pay an invoice is 8 days.

3

188 procurements in the last 18 months.

Enabling Services

Our specialist and professional Enabling Services play a critical role in supporting the delivery of the WMCA Aims & Objectives and work in a collaborative and integrated way across directorates.

Enabling Services teams consist of approximately 200 FTE across the following areas:

- Digital & Data – remit spans from building and supplying laptops to business intelligence and systems architecture.
- Finance & Business hub
 - Procurement - responsible for ensuring that WMCA complies with the Public Contract Regulations 2015 when carrying out its procurements of any value.
 - Risk - supports the identification, mitigation and active management of risks within a framework to ensure there is thorough monitoring and escalation happens in a consistent and proportionate way.
 - Insurance - Managing organisational liabilities and reducing exposure to risk.
 - Commercial & Investment - supports the development and implementation of the Combined Authority investment and commercial activities strategy that assists the WMCA's wider objectives across all Directorates.
 - Finance - stewardship of public money and ensuring financial sustainability.
 - HR – provide HR advice & support and get the best from our people from recruitment through to workforce planning within a strategic framework
- Business Planning – Working with colleagues to facilitate and develop a business plan that links the resources we have, the activities we do and the outcomes we want to achieve.
- Performance – providing monitoring, analysis and reporting of progress against both corporate objectives and specific grant funds and focusing on 'metrics that matter' to support decision making.
 - Assurance & Appraisal -Ensures adherence to the Single Assurance Framework (SAF) as a system of internal control applied to projects and programmes receiving devolved funding
- Equalities & Inclusion – focusing on both internal and external diversity and wellbeing including Race Equalities Taskforce, Women in Leadership, Disability Taskforce and communities of practice in community engagement.
- Communications - provide specialist input on media, stakeholder and events, service operations and digital communications
- Learning and Organisational Development - ensuring the WMCA is a great place to work and staff have the right skills and competencies for the future
- Legal and Governance – provision of legal services, ensures good governance, information security/sharing and audit
- Strategic Facilities Management and Assets – ensuring our spaces and services enable us to do our very best work, provide value for money and ensure we can collaborate and do our best work wherever we are

During 2021/22 a programme of Business Transformation led to structural changes within Enabling Services to ensure the most effective and efficient ways of working were being implemented. A key outcome of this work was to build a business partner model, ensuring there was strategic and specialist resource in all teams and that outcomes and requirements are agreed and updated on a regular basis. This inward look will continue throughout 2022/23.



Our Corporate Management Team

Corporate Management Team (CMT) is made up of Heads of Service from both delivery directorates and Enabling Services who work as a trusted team, demonstrating integrated, collaborative and cohesive behaviours. Their role is to provide the day-to-day operational leadership across the organisation including monitoring organisational health and performance.

Our CMT 'own' Aim 6 and will support, lead and deliver this through the golden thread cascading across directorates and teams by:

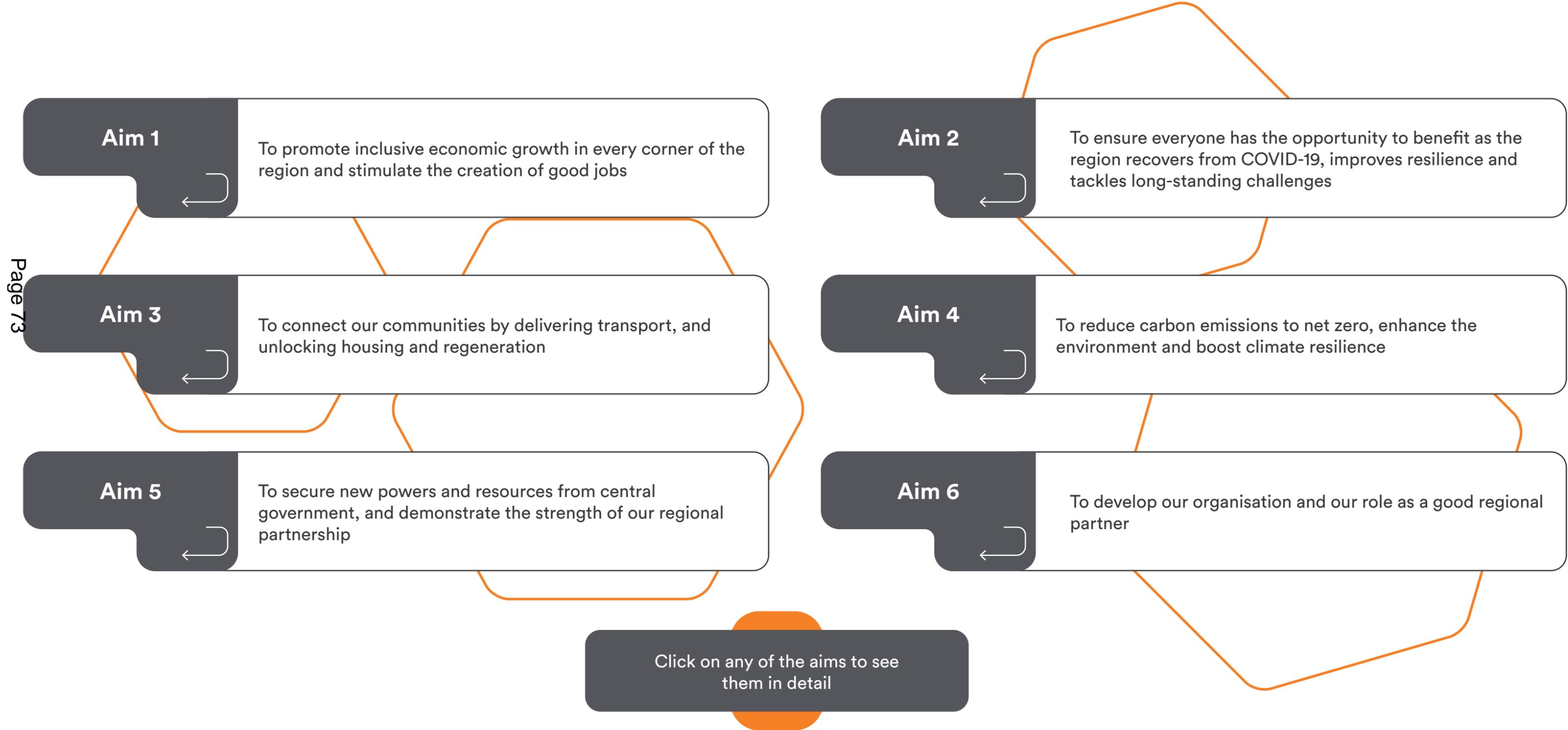
- developing and delivering organisational policy
- monitoring performance – providing challenge, investigating areas of risk and escalating operational concerns to SLT
- prioritising and allocating operational resources where appropriate.

They meet monthly and actively engage with the Business Transformation work.



WMCA Aims, Objectives & High Level Deliverables

We're unlocking the potential of the West Midlands and our corporate Aims & Objectives set out how we'll deliver the region's priorities. The full document can be found on our intranet [\[here\]](#). The table below highlights the six aims and allows you to click through to see the Objectives and High Level Deliverables that align to each of the six Aims.



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Aim 1

To promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs



Objective		High Level Deliverable
Page 74 1.1	We will develop economic strategy for the region to drive inclusive growth, and deliver interventions with partners to boost innovation, secure investment, and support industrial clusters	Develop a broader regional economic policy to drive inclusive growth, co-ordination of policy & support the business taxation commission.
		Adoption, mobilisation and delivery of P4G and P4G implementation plans (cross cutting interventions) - to include influencing funding allocations
		Develop a strategic partnership with a tech firm to deliver a set of core deliverables on the digital economy.
		Deliver the Create Central business growth plan.
		Develop the standards, tools and practices for embedding and delivering inclusive growth including an online IG portal and IG business partners programme
1.2	We will work with partners to create the optimum conditions for businesses to grow, by ensuring they have the support needed to start up, scale up and succeed	Implement each of the 4 strands of the Social Enterprise Growth Strategy with a view to doubling the size of the sector in WM by 2030
		Deliver the WM Innovation Programme and Made Smarter West Midlands programme.
		Convene discussions with BEIS and partners to accelerate innovation programmes (or bodies) for the West Midlands.
1.3	We will invest in training and skills programmes that help our businesses grow and our citizens secure good jobs	Use available evidence to understand and respond to the labour market needs of the region
		Procure new AEB training to meet current and/or emerging skills needs - from August 2022 monitoring, managing and flexing provision as required
		Launch and communicate regional Level 3 training offer to WM residents and employers
1.4	We will work with local authorities to support the role of culture and sport in making the region a good place to live, work, visit and invest	Align cultural activity across the region through support for the Cultural Leadership Board (sector) and Cultural Officers Group (LA, LEP, WMGC).
		Develop proposals and support business cases to increase public investment in culture, particularly in areas where cultural activity is lower.
1.5	We will ensure public and private investment such as HS2 and the Commonwealth Games, create good work opportunities for local people and more contracts for local businesses	Deliver bespoke training for Commonwealth Games in line with committed and new (European Social Fund and National Lottery) funding

Aim 2

To ensure everyone has the opportunity to benefit as the region recovers from COVID-19, improves resilience and tackles long-standing challenges



Objective		High Level Deliverable
2.1	We will work with local authorities, Jobcentres, colleges and training providers to ensure our communities are given training and employment support to access and succeed in new opportunities	Continue to promote youth platform as the 'place to go' for young people and collaborate with partners to generate engaging up-to-date content
		Identify potential new provision to address skills gaps for those in-work, in partnership with DfE and DWP.
		Introduce Outcomes Framework for Community Learning in collaboration with Community Learning providers.
2.2	We will work with partners to identify and address the different barriers faced by our diverse communities	Support and develop the Coalition for Digital Inclusion
		Establish Life Chances Commission
		Convene partners to take action to address race inequalities through the Race Equalities Taskforce
		Support and develop the Young Combined Authority to deliver a programme of activity that puts young people's concerns at the heart of regional policy-making
		Conclude the Mental Health Commission and take forward the recommendations with internal and external partners.
		Support and develop the Leadership Commission through a clear work programme which interfaces with other taskforces and commissions.
		Co-ordinate and support partners in addressing the needs of refugees and asylum seekers arriving in the region through the Strategic Migration Partnership
2.3	We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners	Continue to deliver and extend the Thrive into Work programme and move to embed it as business as usual in primary and community care.
		Develop and deliver a work programme to promote and enhance an evidence-based approach to preventing and tackling health inequalities in the WMCA and amongst other regional partners.
		Develop new approaches to social innovation in the region including exemplar initiatives, training opportunities and a cross-agency virtual team.
		Ongoing facilitation of the Homelessness Taskforce and associated task and finish groups, members advisory group and pilot activity, including looking at alternative funding models for preventative activity.
		Ongoing oversight of Housing First pilot, Rough Sleepers Accommodation programme and Rough Sleepers Initiative.
		Deliver a Coalition on Trauma-Informed approaches, including implementing a regional vision, training framework and commissioning processes.
		Support a pilot programme of public sector leadership development with CIVIC and explore opportunities for wider roll-out
		Continue delivery of Thrive-at-Work programme as it transitions to becoming a more self-sustaining and autonomous project
Develop collaborative projects with the Police and Crime Commissioner to help reduce crime and improve the criminal justice system		

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Aim 3

To connect our communities by delivering transport, and unlocking housing and regeneration

Objective	High Level Deliverable
<p>Page 76 3.1</p> <p>We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system together with our partners that will enable all communities to better access opportunity across the region</p>	Increasing the efficiency and performance of transport delivery in the West Midlands
	Deliver the Commonwealth Games Active Travel Legacy programme
	Fund essential supported services that provide a social benefit including concessions, ring and ride, and tendered bus services
	Develop and enhance frontline services and infrastructure that deliver high quality experiences that meet changing customer demands at TfWM facility, bus stations and interchanges.
	Ensure strategic and operational Health and Safety aims and key deliverables are communicated and embedded throughout the WMCA
	Creating and maintaining accurate and reliable public transport travel information including the requirements set out in the National Bus Strategy and Vision for Bus.
	Work in collaboration with Government, Operators and the wider rail industry to deliver better outcomes from today's railway
	Co-manage the West Midlands rail franchise, through West Midlands Rail Executive
	Managing the West Midlands Transport Network through improved coordination with the Regional Transport Co-ordination Centre
	Keep the transport system safe and secure
	Develop and enhancing the performance of the Key Route Network (KRN)
	Deliver the operational plan for the Commonwealth Games for visitors to the region and ensuring reduced impacts on everyday journeys
	Improving the financial, operational and asset performance of WM Metro to support metro services and network expansions
	Maintain & publish a West Midlands Local Transport Plan and embed transport policy and strategy in the plans and programmes of the wider WMCA & partners.
	Develop and maintain a deep understanding of the needs, attitudes and perceptions of people who use the West Midlands transport system
	Continue to develop and maintain a robust common data environment for the West Midlands transport system
Analyse the transport system to provide deep insight, recommend actions and produce robust and funded evidenced based business cases for schemes and programmes	
Creating a system for easy to use and affordable payments to access the transport system	

3.2	We will build new and develop current transport infrastructure, so that travel in the region is sustainable, active, and low-congestion and integrated with nationally-important projects such as HS2	Deliver the West Midlands Walking and Cycling Programme and continue to invest in making streets more walkable
		Ensure the delivery of the CRSTS Capital Programme, including the TfWM Infrastructure programme
		Delivering our bus vision and BSIP to support inclusive growth.
		Building and planning tomorrow's railways by delivering the Rail Investment Programme
		Extending the WM Metro Network to better serve more people and businesses delivering Westside (Edge), Wolverhampton City Centre, WBHE and Birmingham East Side extensions.
		Keeping the West Midlands Moving by mitigating the impacts of transport investment programmes through Travel Demand Management
3.3	We will invest in and support housing and regeneration schemes across the region, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery	Delivery of key requirements and output targets of Housing Deal & subsequent deals with HMG
		Supporting Local Planning Authorities with evidence for Local Plans and policy requirements
		Develop and collaborate on Board approved policy development work and masterplanning
		Deliver our nationally leading brownfield regeneration and delivery programmes
		Implement the approved Housing & Land Board Covid19 Recovery Strategy
		Run a series of industry led taskforces to provide critical insight and support
		Lead WMCA Strategic Asset Acquisitions, Disposals and Management programme
		Establish a series of new partnerships, ventures and joint ventures with public and private sector partners.
		Support and enable Affordable Housing Delivery including new joint venture and Registered Provider / Homes England partnerships
3.4	We will support and deliver coordinated investment packages with our partners across key corridors and local, town, and city centres	Deliver and submit compelling business cases for additional funding from HMG
		Oversee delivery of the regional One Public Estate Programme (OPE)
		Produce and launch 2022 WM Investment Prospectus and deliver programme of investor engagement and developer relationships
		Support and enable Town Centre regeneration and repurposing through investment and enabling work
		Support delivery of milestones in charter and routemap for AMC (Advanced Manufacturing in Construction)
		Lobby/engagement programme with HMG on behalf of the region on housing, land and regeneration matters
		Programme of acquisitions and disposals of land in line with the Public Land Charter
Developing Park & Ride assets to support better access to the transport system including making our transport assets more affordable by increasing commercial revenues		
Support up to three local authority partners with 'Inclusive Growth in Action' schemes: Birmingham, Solihull and Sandwell		



Aim 4

To reduce carbon emissions to net zero, enhance the environment and boost climate resilience

Objective		High Level Deliverable
4.1	We will work with partners to facilitate investment in, and delivery of, programmes to support net zero development such as to retrofit homes and develop smart local energy systems	Promote green investment in the region working with partners to leverage commercial finance and co-investment in key investable propositions, building on research and development opportunities in the region
		Develop a system to measure and monitor progress on decarbonisation and other sustainability goals in the region with clear reporting to regional partners
		Develop policies and projects to ensure the energy infrastructure of the region supports competitive, clean and inclusive growth particularly through Local Area Energy Plans and energy devolution
		Deliver Smart Local Energy Systems projects to accelerate innovation in local area energy planning
4.2	We will be national pioneers in advanced methods of construction, zero carbon housing and brownfield regeneration and delivery, informed by research at the National Brownfield Institute	Deliver AMC (Advanced Manufacturing in Construction) investment attraction campaign and investment business case to HMG to accelerate growth in regional AMC industry
		Support delivery of milestones in charter and routemap for Zero Carbon Homes in line with #WM2041 and support partner-led Net Zero neighbourhood pilots
		Develop and deliver the Net Zero Neighbourhood Demonstrator programme to pilot place-based approaches to retrofit and wider decarbonisation through a cohort of 3-5 local neighbourhoods
		Work with partners to develop and deliver projects to tackle fuel poverty in the region
		Establish the SMART Hub to support local authorities to access funding, intelligence and expertise to retrofit homes to reduce carbon emissions
4.3	We will develop programmes to drive industrial decarbonisation, and grow the low carbon and circular economy	Develop and implement the Circular Economy Routemap priorities including an Industrial Symbiosis programme, Zero Carbon Construction Waste Hubs and wider enabling activities
		Develop and implement a programme of activities to rapidly reduce the Scope 1 and 2 carbon emissions of the WMCA including a scheme to decarbonise 16 Summer Lane and staff carbon literacy programme
		Lead and implement initiatives designed to build a sustainability legacy from the B2022 Commonwealth Games including Commonwealth Forest and Carbon Literacy programmes
		Work with partners on industrial decarbonisation and other initiatives to support regional businesses to decarbonise their operations including through the Net Zero Business Pledge
		Develop and deliver a programme of commercial energy efficiency and near/onsite energy generation projects with public and private sector partners

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4.4	We will pioneer and embed transport innovations and drive behaviour change to reduce emissions, improve air quality, and enable the creation of green jobs	Delivering a step change in our Mass Transit Network (including Sprint and Metro delivery programmes) to unlock inclusive growth and tackle climate change
		Develop and agree a strategy and target date to deliver a zero-emission bus fleet and supporting infrastructure across the West Midlands
		Create a strategic transport innovation eco-system by delivering the West Midlands Future Transport Zone programme
		Develop and commence delivery of Green Bootcamps for professional services.
		Deliver a wide-ranging Net Zero Behaviour Change programme to citizens across the region including the development of a WM Net Zero Citizens' Panel
		Implement the key actions in the Infrastructure for Zero Emission Vehicles strategy including delivery of EV Transit Stations spine programme
		Develop and deliver the agreed regional approach to tackling air pollution through the development of a Regional Air Quality Framework
		Implement activities to deliver the Natural Environment Plan including LNRA, Virtual Forest, project pipeline and WM Insetting Fund
Page 79 4.5	"We will increase investment in nature and our surroundings through a regional natural environment plan"	Support community partners to enhance access to quality green space through a Community Green Grants programme
		Develop and support the regional Climate Adaptation Strategy and identify and deliver key activities for the WMCA and our partners



Aim 5

To secure new powers and resources from central government, and demonstrate the strength of our regional partnership



Objective		High Level Deliverable
Page 80 5.1	We will develop our role as a collaborative regional partner, understanding the priorities of local organisations and acting as a convener and bridge to add value	Develop research, intelligence and analytical functions across the organisation to ensure our work is founded upon a strong evidence base and we are measuring, monitoring and evaluating progress against our corporate aims and regional impact
		Develop and maintain a deep understanding of the principles and challenges of our local authority members through sustained engagement at multiple levels across organisations
		Co-ordinate and contribute to pan-regional and national partnerships such as the Midlands Engine, M10 and other associations where there are opportunities for shared advocacy and impact
		Work with the private sector to understand their perspectives and build shared projects and investment propositions both directly and through representative groups such as Chambers of Commerce
		Convene community groups and the third sector to understand their experiences, amplify their voices and support shared endeavours on regional challenges
		Support partners to develop and deliver the 5 missions of the WM Digital Roadmap
5.2	We will work collectively with central government to gain new powers, resources, and investment channels for the WMCA and local authorities, including double devolution	Negotiate the further devolution of powers and flexibilities from central government
		Secure the resources needed for sustainable local and regional institutions and investment in priority projects through government budgets and funding streams
		Co-ordinating WMCA and regional responses to relevant fiscal events and government announcements
		Develop and deliver a co-ordinated regional approach to lobbying through the monthly Public Affairs Network
		Make the case for local rail devolution to deliver better outcomes for a future railway

Aim 6

To develop our organisation and our role as a good regional partner

Objective		High Level Deliverable
Page 81 6.1	We will deliver collectively as one organisation with a collaborative and inclusive culture, underpinned by best in class enabling services	Implement new ways of working identified, during Business Transformation, that ensure our Enabling Services effectively support delivery.
		Support internal stakeholders in the efficient and effective delivery of key WMCA projects across the Region.
		Work with partners to deliver a balanced revenue budget for 22/23.
		Develop WMCAs inclusive culture of best-in-class enabling services when managing land and property assets including asset information, compliance, vacant land management, rates, rents and tenant management, income generation, leases and licenses (relating to acquisitions and disposals)
		Convene Policy Working Group fortnightly to coordinate policy submissions, identify opportunities to work collaboratively and align emerging work to the corporate strategy
		Carry out policy and public affairs horizon scanning and intelligence gathering to cascade relevant insights across the organisation
		Coordinate MP engagement with WMCA senior stakeholders to ensure they understand our role and advocate our priorities
6.2	We will drive cultural change to embed new hybrid and agile ways of working	Ensure Strategic Asset Boards programmes support the transition to, and evolution of, hybrid working and agile practices for Acquisitions; Disposals; Income generation; Public Land Charter & OPE; Strategic Facilities Management, Space & Services; Safety, Security & Compliance
		We will continue to develop hybrid working across the organisation giving staff the support they need to be able to continue to fulfill their roles in both an office and non office environment.
		A Space & Services strategy is developed and implemented to include new ways of working and explore potential opportunities for our Estate.
6.3	Ensure our workforce have the skills and competencies to deliver our strategy	We will continue to develop our coaching, mentoring, recruitment, training and leadership programmes in order to ensure our people can effectively deliver our Corporate strategy.
6.4	We will empower our organisation through digital-first and data enabled ways of working across all our activity	Enhance the organisations digital culture and dexterity through improving and embedding our digital leadership, alignment and skills.
		Improve our digital end to end operational processes by becoming more streamlined, efficient and effective in our ways of working
		Modernise and improve our technology to become more digitally enabled
		Protect and manage our information to enable insight and evidence based decision making
		Enhance the organisations digital experience and interaction with internal and external stakeholders

6.5	We will provide leading support for a diverse workforce and demonstrate excellent equality and diversity practice	We will continue to develop our role in attracting a wider pool of candidates that reflect regional diversity and offer development opportunities to employees from protected characteristic groups.
		We will build staff competencies to ensure they are confident to actively engage in the equality and inclusion agenda, including developing inclusive leadership initiatives.
		We will support positive physical / mental health and wellbeing to ensure it is championed throughout the organisation.
		Improve our workforce data, including transparency, to help us make informed decisions on future initiatives and more consistently monitor and evaluate the impact of these initiatives.
6.6	We will involve citizens with our work to put their views at the heart of our planning, decision-making and delivery	Develop and support a varied portfolio of citizen engagement activity across the WMCA to ensure decisions are shaped by citizens and that our policies, practices and investments deliver real value for everyone living and working in the region
Page 82 6.7	We will deliver through clear and effective governance and performance management that supports good, timely, and transparent decision making and the best use of public funds	Align business planning with corporate strategy and report on outcome measures every six months
		Support the delivery of key Business projects across the organisation through the Procurement process to ensure best value for money
		A full review of external legal case management systems is being undertaken in line with the corporate objectives to ensure effective working practice with enhanced review analysis and management information.
		Implement the H&S Strategy and ensure strategic H&S aims and key deliverables are communicated and embedded throughout the organisation
		Demonstrable evidence that leadership at all levels of the organisation 'lead and promote a culture' in relation to health and safety.



Financial Position

2022/2023 Revenue Budget Analysis

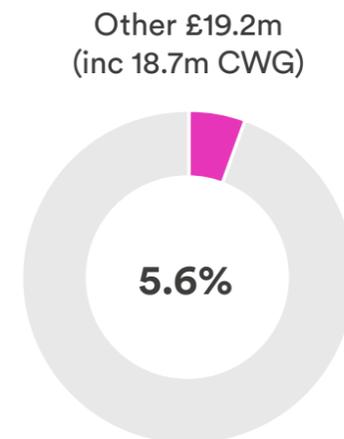
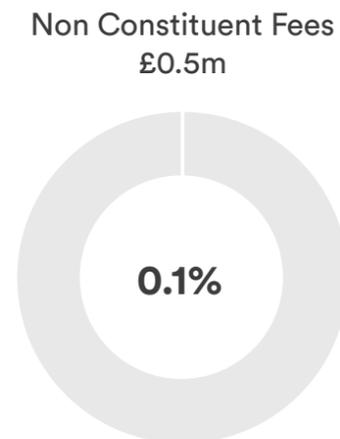
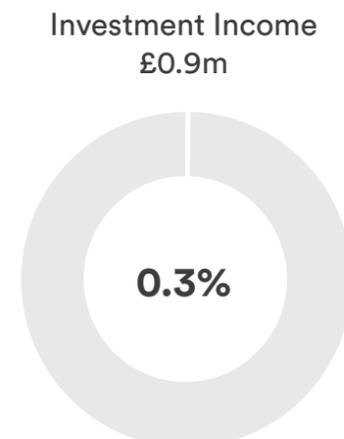
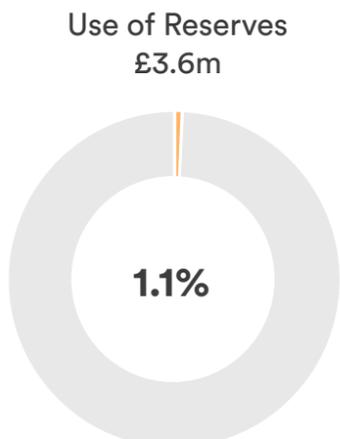
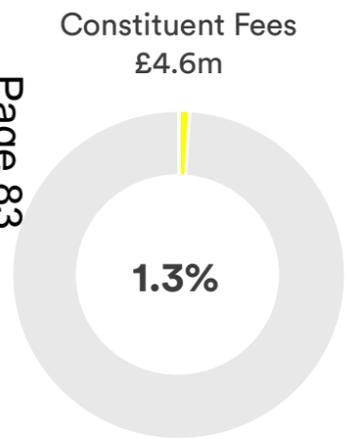
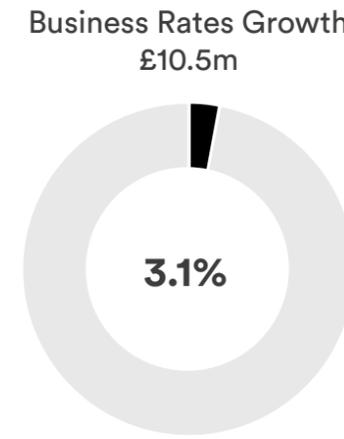
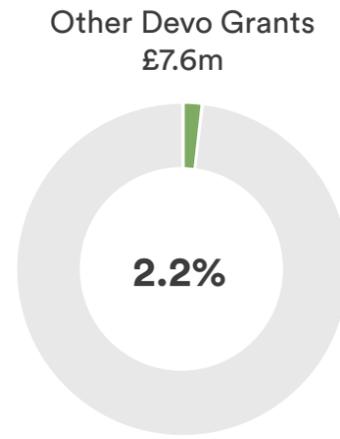
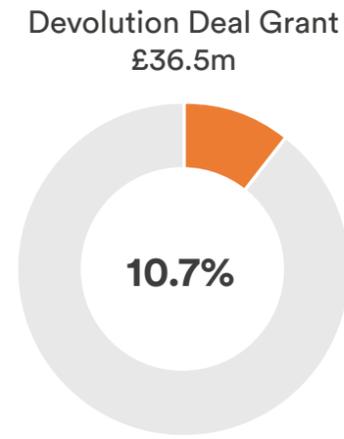
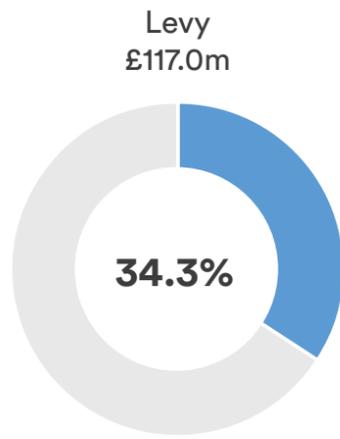
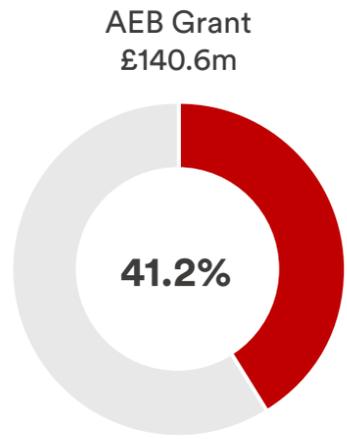


Table on the left shows how the £341m revenue income is sourced and where it gets allocated for expenditure.

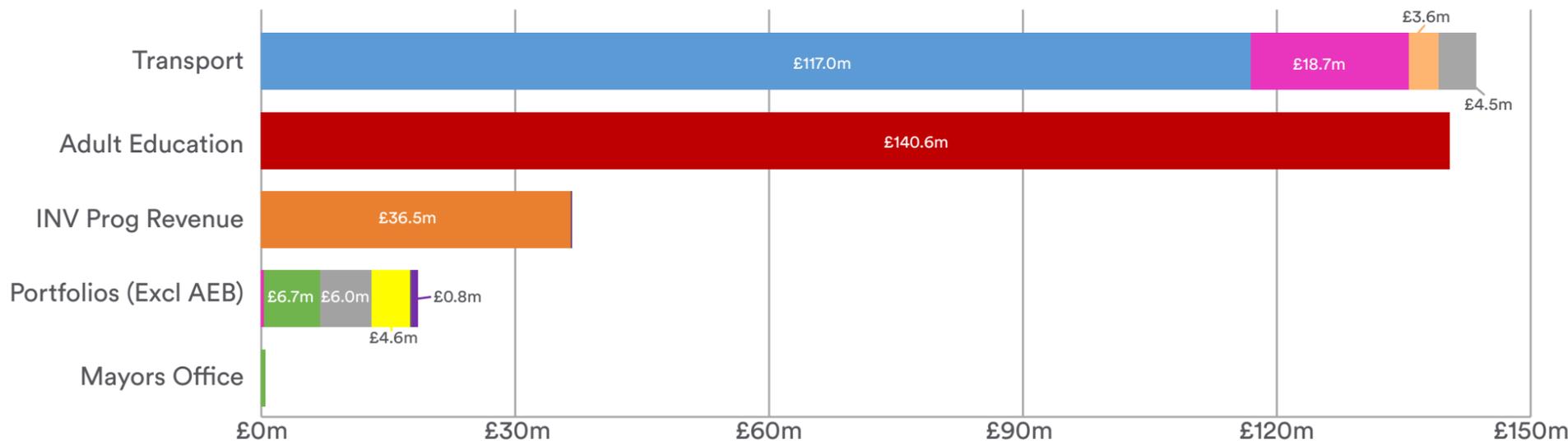
2022/23 Transport expenditure is to be funded by £117.0m of Transport Levy, which WMCA receive from its constituent members, £4.5m of Business Rates and £3.6m of WMCA's existing Reserves. The Transport Levy has been increased by 2% (£2.3m) from 2021/22, having previously remained flat for five years.

Also within Transport, WMCA will receive a grant of £18.7m from the 2022 Commonwealth Games Organising Committee in order to support the delivery of the Games.

2022/23 Non-Transport expenditure includes WMCA's devolved funding in order to deliver Adult Education throughout the region, as part of our Productivity & Skills portfolio. The remaining expenditure in the area includes WMCA's Economy & Innovation, Culture & Digital, Well-being, PSR & Social Economy, Environment and Inclusive Communities portfolios, as well as revenue costs of delivering our Housing & Land Capital Programme.

The Investment Programme and Mayor's Office Budgets are in line with prior years and include the receipt of Devolution Deal grants. A gainshare grant of £36.5m will be used to deliver the Capital projects within the Investment Programme, whilst a £0.8m Mayoral Capacity Funding grant supports the operation of the Mayoral Office.

WMCA have committed to working with Constituent Authorities throughout 2022 to develop a longer-term, sustainable budget and plan, building on the work to develop the 2022/23 Aims and Objectives.

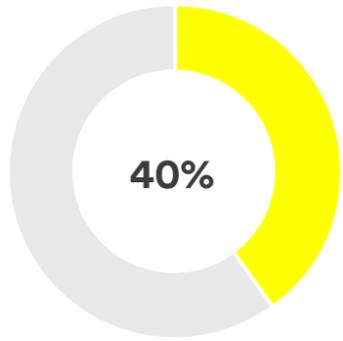


- Levy
- Adult Education Budget
- Other
- Business Rates Growth
- Use of Reserves
- Constituent Member Fees
- Devolution Deal Grant IP
- Non Constituent Fees
- Devolution Grants Other
- Investment Income

Financial Position

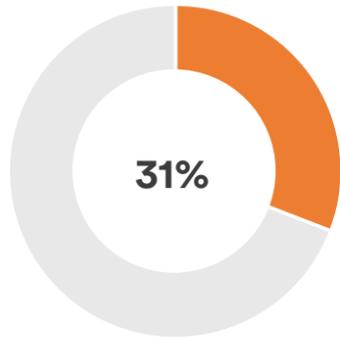
2022/23 Capital Programme

Revenue Backed Debt - IP £871m



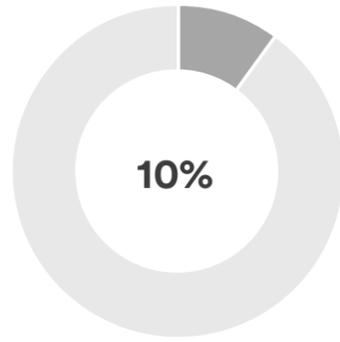
Investment Programme (£871m)

DfT Transport Grants £681m



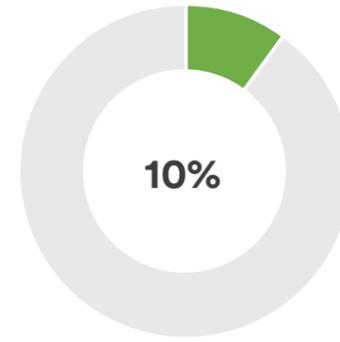
Transforming Cities Grant (£320m)
Metro Eastside (£131m)
Sprint Grant (£35m)

Income Backed Debt £226m



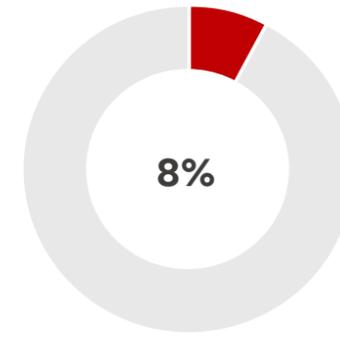
WBHE (£141m)
Metro Eastside (£58m)

Land Fund Grants £208m



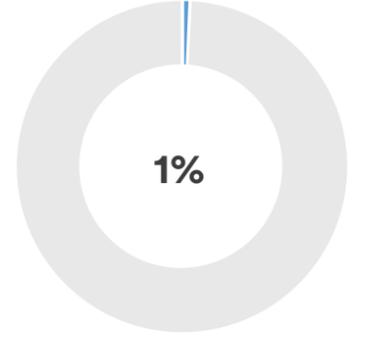
Devo 2 Land Fund (£100m)
Brownfield Grant (£84m)
Additional Brownfield (£24m)

Other Grants £169m



Get Britain Building (£74m)
University Station (£28m)
5G (£25m)

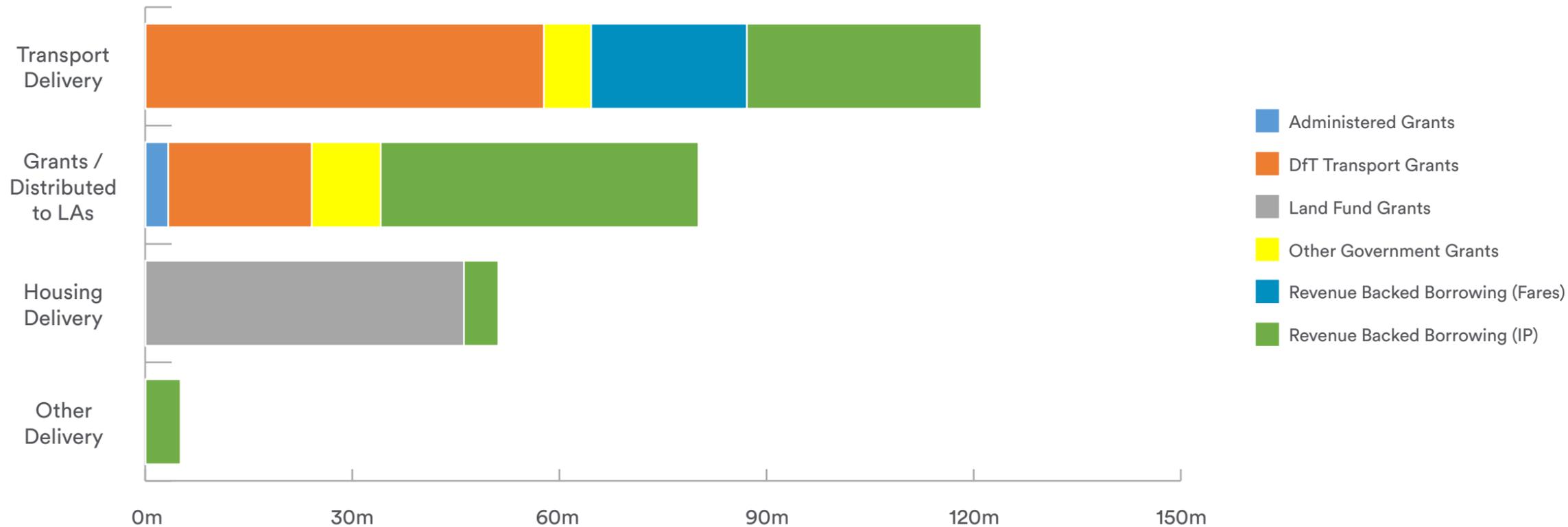
Administered Grants £32m



National Productivity Fund (£17m)
New Bridges Funding (£15m)

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Analysis of Capital Funding by Programme



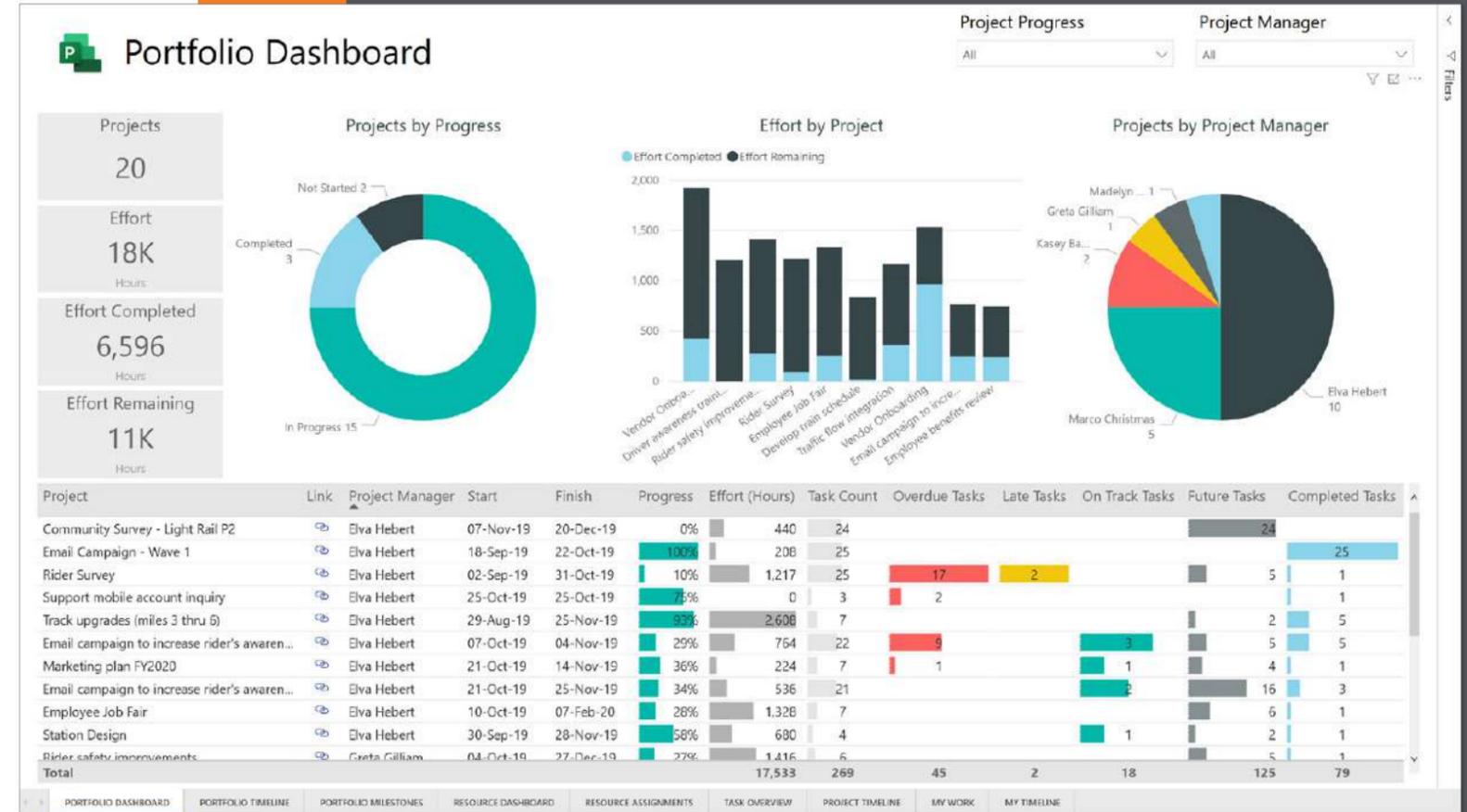
The West Midlands Combined Authority Capital Programme is summarised in these tables highlighting the current planned capital investment between 2021/22 and 2025/26. This position represents the latest 2021/22 reforecast, the final 2022/23 Capital Budget will be presented to WMCA Board at the earliest opportunity in 2022/23 following confirmation of the 2021/22 outturn position. It should also be noted that this view does not include any allocation of the recently awarded City Regional Sustainable Transport Settlement (CRSTS) funding.

Measuring delivery of the Annual Business Plan

- Each High Level Deliverable (HLD) will have a number of milestones underneath that provide more detail on the work being done across directorates.
- Every month we will gather data on how teams are delivering against those milestones and HLDs and whether they are on track, This is analysed and shared with the Strategic Leadership Team (SLT) so they are aware of trends and risks to delivery and can make informed decisions.
- Performance reporting will also be presented to the WMCA Board at least twice a year
- In April 2022 we will launch a new 'one source of the truth' reporting dashboard that will provide greater visibility of performance against the HLDs, triangulated with risk and finance information.
- We want to have more conversations and build confidence about performance.

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Milestones and HLDs = the activity we do = **outputs**
 Objectives = the changes we can bring about or influence = **outcomes**



West Midlands Combined Authority Key Documents

Our vision

WMCA is committed to a **better connected, more prosperous, fairer, greener and healthier region**. This is our vision.

We will achieve our vision through living our values which are central to how we work and interact with our wider partners and stakeholders.

Our Charter gives us a solid foundation that can both give insight in to what our culture is like and be used to hold us to account when necessary to make sure we are living our Values.

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WMCA Aims and Objectives

Performance Management Toolkit





West Midlands Combined Authority

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WMCA Board

Date	18 March, 2022
Report title	Independent Remuneration Panel
Portfolio Lead	Finance - Councillor Bob Sleigh
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Satish Mistry, Interim Director of Law & Governance email: satish.mistry@wmca.org.uk
Report has been considered by	Linda Horne, Director of Finance email: linda.horne@wmca.org.uk

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Agree to establish an Independent Remuneration Panel consisting of the membership as detailed in paragraph 3.5 of the report.
- (2) Agree the Terms of Reference for the review as detailed in section 4 of the report.

1. Purpose

- 1.1 The purpose of this report is for the Board to agree to the commissioning of a review of allowances by an Independent Remuneration Panel.

2. Background

- 2.1 Prior to the election of the first WMCA Mayor, the WMCA Board commissioned an Independent Remuneration Panel (IRP) review to advise on the appropriate level of remuneration and associated allowances for the position of Mayor and Deputy Mayor, the IRP reported back to WMCA Board on the 3rd March 2017.

- 2.2 The recommendations laid out in the IRP Report were accepted by the WMCA Board. They included a Mayoral allowance.
- 2.3 It was agreed by WMCA Board, as well as being considered to be best practice, that the Mayoral allowance would be reviewed before the beginning of the next Mayoral term. This review did not take place and it is now 5 years since the remuneration was considered.
- 2.4 It is therefore appropriate for an Independent Remuneration Panel to be convened again to advise on the allowances that should be paid by the Combined Authority at the earliest opportunity.

3. Independent Remuneration Panel

3.1 The West Midlands Combined Authority (Functions and Amendments) Order 2017 states the following regarding an Independent Remuneration Panel:

- The Combined Authority may establish an independent remuneration panel to recommend allowances payable to the Mayor and the deputy Mayor.
- An independent remuneration panel must consist of at least three members none of whom -
 - (a) is also a member of the Combined Authority or is a member of a committee or sub-committee of the Combined Authority;
 - (b) is disqualified from being or becoming a member of the Combined Authority.
- The Combined Authority may pay the expenses incurred by an independent remuneration panel established under sub-paragraph (1) in carrying out its functions and may pay the members of the panel such allowances or expenses as the Combined Authority may determine.
- An independent remuneration panel must produce a report in relation to the Combined Authority, making recommendations as to any allowances payable to the Mayor and deputy Mayor.
- No remuneration is payable by the Combined Authority to its members, other than allowances for travel and subsistence paid in accordance with a scheme drawn up by the Combined Authority.
- The Combined Authority may pay the Mayor and deputy Mayor such allowances as it may agree, in accordance with any recommendations made by its independent remuneration panel.

3.2 Previously, Professor Steve Leach of De Montfort University's Department of Politics & Public Policy was appointed to Chair the IRP review.

3.3 The Mayor and Leaders have been engaged on the approach to membership of the new panel. On this occasion, this will be comprised of only three members.

3.4 In addition to Professor Leach, contact has been made with IRP members at Birmingham and Wolverhampton City Councils, both of which have recently undertaken reviews into their member allowances.

3.5 The proposed Panel Members have now been contacted and have agreed to undertake the WMCA review. They are as follows:

- Professor Steve Leach** – Emeritus Professor of Local Government, Department of Politics & Public Policy at De Montfort University, Leicester
- Rose Poulter** – Birmingham City Council Independent Remuneration Panel Chair
- Wolverhampton member of IRP** (*subject to confirmation*)

4. Terms of Reference for Review

A. Review of Mayoral and Deputy Mayoral Allowance

4.1 The terms of reference for the review must include:

- review of remuneration to be paid to the position of the WMCA Mayor from June 2022 that is commensurate with the responsibilities of the position;
- review of remuneration to be paid to the position of the WMCA Deputy Mayor appointed by the Mayor from amongst the members of the WMCA Board (including backdating provisions);
- review of the allowances scheme that will cover expenses.

B. Wider Roles and Responsibilities at Board Level

4.2 In the context of the recent Governance Review, it is recognised that greater responsibility is being placed on other Board members to carry out roles for respective portfolio areas. It is suggested that the IRP look at this issue and make any observations or recommendations to individual constituent IRPs as part of setting their allowances. It would of course be up to each individual Constituent Authority to decide if they wish to follow such observations.

C. Other Allowances in the Organisation

4.3 It is also proposed that the review of allowances be extended to examine the roles and responsibilities of other positions within the Combined Authority Governance Structure in order to make observations on whether allowances could and should be provided. Recent reviews at West of England and West Yorkshire have examined allowance issues for other positions such as Overview & Scrutiny.

4.4 In addition, at the Inaugural Meeting of the WMCA Board in June 2016 the Board was advised that because the members of the Transport Delivery Committee were co-opted members of the Committee and not members of the WMCA Board, the prohibition on the payment of allowances did not apply and the allowances formerly agreed by WMITA could continue to be paid.

4.5 The Transport Delivery Committee has continued to receive basic and special responsibility allowances that were agreed by the former West Midlands Integrated Transport Authority before the WMCA was established. The arrangement has not been reviewed since 2016. This is quite clearly an anomaly in the organisation and has led to some perceptions of unfairness.

4.6 Examination of the roles and responsibilities of other positions across the Combined Authority will provide an opportunity to examine the allowances currently paid to members of the Transport Delivery Committee. A Review of Transport Governance at Member level will also assist in deciding what to do in relation to these payments.

5. Financial Implications

5.1 Any costs associated with the Independent Remuneration Panel will be funded from within the existing Combined Authority governance budget. In addition, any recommendations flowing from the IRP with budgetary implications will be reported to the June Board.

6. Legal Implications

6.1 There are no further legal implications flowing from the contents of this report.

7. Equalities Implications

7.1 There are no further equalities implications flowing from the contents of this report.

8. Inclusive Growth Implications

8.1 There are no inclusive growth implications flowing from the contents of this report.

9. Geographical Area of Report's Implications

9.1 None specifically

10. Schedule of Background Papers

None



WMCA Board

Date	18 March 2022
Report title	The Marches Help to Own Project, Wolverhampton
Portfolio Lead	Housing & Land - Councillor Mike Bird
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Gareth Bradford, Director of Housing & Regeneration email: gareth.bradford@wmca.org.uk Rob Lamond, Strategic Planning Manager email: rob.lamond@wmca.org.uk
Report has been considered by	Housing & Land Delivery Board - 19 January 2022

Recommendation(s) for action:

The WMCA Board is recommended to:

- (1) **Welcome and endorse** the positive findings of a review undertaken by WMCA into Help to Own (HTO) which provides strong evidence to support the case for a wider roll-out beyond the pilot project on **policy grounds**, consistent with the WMCA's approach to housing and regeneration and the Housing and Land Delivery Board's 2021/22 and 2022/23 Deliverables.
- (2) **Note that this is not an investment decision** and any future funding would need to be subject to receipt of an appropriate application and appraisal via WMCA's Single Commissioning Framework.
- (3) **Note** the initial findings of a review of HTO, presented overleaf and summarised in Section 3.7.

- (4) **Note** that monitoring the progress of HTO forms an important part of the WMCA Housing and Land Delivery Board's remit in relation to affordable housing¹, Housing & Regeneration deliverables and delivery of the commitments made in the Housing Deal to driving innovation and supporting new housing products.
- (5) **Note** that the HTO product is an innovative approach to making home ownership more accessible for some, but is not the sole solution to addressing affordable housing need in the region. WMCA will continue to work with Local Authorities to ensure the appropriate **mix** of affordable housing is brought forward and agreed on a site by site basis.

1.0 Purpose

- 1.1 This paper summarises the findings of an initial high-level review of the Help to Own (HTO) pilot project commissioned by WMCA and undertaken by AMION consulting, which involved analysis of management information and consultation with key stakeholders.

2.0 Background

- 2.1 HTO is a new affordable housing product which provides a rental solution to local residents that gives long-term tenure security, the benefits of home ownership without many of the risks and complete flexibility to leave whenever the tenant wishes. HTO has been developed to address the substantial issues that many potential buyers who are in work face in raising the deposit to secure a mortgage.
- 2.2 HTO has been recognised as one of the products to address local needs, but is only part of a wide-ranging requirement for affordable housing products in the region. Housing needs are set by local authorities in the region and WMCA, alongside a range of other partners supports delivery of housing to meet those identified local needs. Social housing, intermediate rent, shared ownership and other products are all part of the comprehensive range of affordable products WMCA looks to secure through its investment. Through our relationships with Registered Providers, Homes England, the minimum affordable housing requirement in SCF, working with institutional investors to attract funding for affordable homes, maximising public land disposals, and close collaborative working with each local council on the affordable housing mix, WMCA will continue to seek delivery of the most appropriate affordable product for each scheme.
- 2.3 In January 2020, the WMCA Board approved investment of up to £4.78 million from WMCA's devolved housing and land funds to deliver a 100 unit HTO pilot scheme at The Marches site. Further investment was provided by City of Wolverhampton Council (CWC), the local planning authority and project promoter. A Real Estate Investment Trust was established by the shareholders (WMCA, CWC and Finance Development Capital) to deliver the scheme - 'The Marches HTO'.

¹ Based on the WMCA definition of Affordable Housing

3.0 Operation of the Help to Own Pilot

- 3.1 The pilot HTO scheme was established at The Marches development in Wednesfield (Wolverhampton) in April 2021. It makes 100 properties available to tenants who meet the criteria in an allocation policy and who can demonstrate that they can afford to rent the properties at a market rent over the long-term. This market rent meets WMCA's Affordable Housing Definition and has provided local keyworkers and those from lower socio-economic backgrounds who would not otherwise be able to access the housing ladder a route to home ownership.
- 3.2 The WMCA equity investment in the scheme is part of a wider programme to support and secure more genuinely additional affordable homes coming forward in the region. It is important to note that whilst the HTO scheme is a high profile example, it forms one part of a wider approach to affordable housing delivery that includes investor and developer engagement, a proposed pilot initiative with housing associations and wider collaboration between WMCA and housing associations and the WMCA Single Commissioning Framework's minimum criteria of 20% affordable homes on all schemes receiving WMCA Housing and Land funds.
- 3.3 Under HTO, the customer pays a market rent for up to 25 years, which is built up as a Loyalty Premium. After 25 years, the customer is given the option to buy their home for £1. If they leave the scheme prior to this, they can take the Loyalty premium as cash with no penalties. If customers stay for the full 25 years then at the end of the period the investors have access to their loyalty account pot. Customers can also use their loyalty account to help with a deposit to purchase the property they occupy at any point during their tenancy, providing additional flexibility for customers.
- 3.4 The Marches HTO purchased the 100 homes on the Marches development in April 2021. These are being received in tranches as they are completed. During the term, once operational costs are accounted for, an annual dividend is distributed to shareholders. Any disposal during the 25 years results in a capital receipt to the Marches HTO.

4.0 Review Findings

- 4.1 One important element of the HTO pilot was to **test demand for this new affordable housing product** – to check whether there is a market for a long-term rent to buy offer. **This aspect of the pilot is progressing well.** The most recent management information shows that there has been **considerable interest in the product** which has been converted into applications from households which meet the eligibility and affordability criteria. By December 2021 all of the properties had been allocated to prospective tenants.
- 4.2 The provision of homes through HTO is providing a new route onto the housing ladder for 100 households, complementing other affordable housing policies and products and meeting the needs of a specific group of households for whom it is raising the required deposit which is the greatest barrier to home ownership. Whilst the number who go on to purchase their properties will only be known in the long-term, **in the short-term the scheme is already proving attractive to target households.**

- 4.3 The financial performance of the Marches HTO pilot will also only be fully known in the longer term. However, **the project has to date successfully addressed several key financial risks identified at appraisal including securing the debt funding on appropriate terms and achieving rental levels in line with the project's financial model.**
- 4.4 The pilot project has also allowed HTO to develop and refine a number of processes / ways of working which have proved to be successful and could therefore be rolled out to other HTO schemes. For example, the approach to marketing the product included the use of social media and harnessed early adopters as effective advocates, whilst resources were invested in educating the local legal community in how HTO works to enable them to advise clients who wished to participate. An allocations policy was developed which ensures support is targeted on key workers but has not constrained demand for the scheme. Important lessons have also been learned about the types of properties which are most attractive to the target market, and how the handover of properties from the developer to the property manager should be handled.
- 4.5 The pilot has also provided very valuable learning with regard to the management and governance of what is a complex scheme, involving a number of different funders, partners and stakeholders each of whom have their own priorities and responsibilities.
- 4.6 The pilot has benefited from considerable investment of senior Officer time from within the public sector organisations involved, reflecting the high profile, innovative nature of the intervention and the level of public sector funding invested in HTO.
- 4.7 **The results of the initial high level review are very positive and indicate that the pilot has:**
- demonstrated that there is demand for the HTO product as part of the housing mix for the area;
 - provided a new route for households to get onto the housing ladder – complementing rather than duplicating other schemes;
 - established governance structures and documentation that could be replicated for any future HTO projects offering economies if more schemes are brought forward;
 - successfully passed the first risk hurdles, although as would be expected various potential risks remain such as longer-term void levels, the long-term attractiveness of the properties and the impact of economic downturn / higher unemployment / higher interest rates;
 - the Marches HTO has secured debt funding, achieved the target rental levels and expenditure has been in line with expectations. Any future scheme will need to show whether the concept can be delivered without the need to acquire equity using grant funding; and
 - indicated that the approach is potentially scalable. Finding appropriate sites will be key - the homes will need to be affordable for those who do not have sufficient funds for a deposit – but of a high enough quality and in an attractive enough area to be appealing as a long-term home. It is interesting to note that several local authorities in other parts of the Country have already expressed an interest in HTO.

4.8 **Overall, the pilot has successfully proved the concept and there is strong evidence from the review by AMION Consulting to suggest that the approach should be endorsed for a wider roll out on policy grounds, although each future investment would need to be fully assessed on its own merits and, as noted above, subject to the relevant appraisal and approvals process via the WMCA's Single Commissioning Framework. This approach was strongly supported and endorsed by WMCA's Housing & Land Delivery Board at its January 2022 meeting.**

5.0 Financial Implications

5.1 This report sets out a review of the progress to date of the HTO pilot. There are no unbudgeted financial implications as a result of the recommendations within this report.

5.2 As detailed above, whilst the pilot has managed address the initial key financial risks identified at appraisal including securing the debt funding on appropriate terms and achieving rental levels in line with the project's financial model, the financial performance of the pilot will also only be fully known in the longer term.

5.3 The HTO scheme was conceived as a project that would not require Grant funding. It was appropriate to make an investment via Grant sources and inject this as Capital for the pilot scheme as the uncertainties at that point were much more numerous than currently evidenced. Whilst a number of risks remain, potential investors will form their own opinions based upon the particular property and locality under consideration for any future roll out.

5.4 Where any investment in future schemes is to be considered by the WMCA, the decision will be based upon the funding source and risk associated. As is usual for a Housing proposition, investment would be subject to compliance with the Single Assurance Framework, the Single Commissioning Framework and Commissions Pathway and in line with the accounting and taxation policies of the WMCA and HMRC.

6.0 Legal Implications

6.1 This paper provides an update review on the Marches HTO project. The HTO concept has been developed and implemented with the support of external legal advisors for the purpose of providing strong evidence of a wider roll out beyond the pilot project. Any future applications for funding will be supported by legal advice on individual schemes.

7.0 Equalities Implications

7.1 The Marches HTO project is considered to be having a positive impact on people from lower socio-economic backgrounds due to its delivery of a new form of affordable housing. Equality Impact Assessments will be carried out as part of the allocation and scheme management process.

8.0 Inclusive Growth Implications

8.1 With its location in Wednesfield, the HTO Marches project is promoting regeneration and supporting the government's "Levelling Up Agenda". It is piloting of a new form of affordable housing and approach to increasing owner occupation including amongst key workers, which is a core element of the WMCA's Affordable Housing definition.

9.0 Geographical Area of Report's Implications

9.1 The full site address is:
The Marches
Lakefield Road
Wolverhampton
WV11 3ES

10.0 Other Implications

10.1 None

11.0 Schedule of Background Papers

WMCA Brownfield Land and Property Development Fund – Application for Funding.
WMCA Investment Panel – Marches Help to Own (H2O), Wolverhampton (23rd November 2020)
WMCA Investment Board – Marches Help to Own (H2O), Wolverhampton (14th December 2020)
WMCA Board – The Marches Help to Own (H2O) project, Wolverhampton (15th January 2020)



WMCA Board

Date	18 March 2022
Report title	Equality Scheme 2022-24
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Ed Cox, West Midlands Combined Authority Email: ed.cox@wmca.org.uk
This report has been considered by	WMCA Senior Leadership Team WMCA Programme Board

Recommendation(s) for action or decision:

WMCA Board is recommended to:

Approve the final version of the 2022/24 Equality Scheme and Action Plan.

Purpose

1. To seek approval for publication of the Equality Scheme 2022-24 in March. The full version of the scheme was approved in draft by the WMCA Board at its meeting on 14 January 2022 and there has been no changes to that version members have previously seen.

Background

2. The Equality Scheme 2022-24 is a statutory document setting out the WMCA's vision, ambitions and proposed objectives for promoting equality, diversity and inclusion over the next three years.

3. Regulation 5 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, requires public bodies to publish one or more equality objectives at up to four-year intervals to support the key aims of the public sector equality duties, namely to a) eliminate unlawful discrimination, harassment and victimisation; b) advance equality of opportunity between different groups, and c) foster good relations between different groups.
4. The Scheme draws out our key commitments, current activities and future plans in relation to equality and diversity. It recognises that our equality and diversity vision is fundamental to our overall vision of improving the quality of life of everyone who lives and works in the West Midlands and highlights the synergies between equality, diversity, inclusion and inclusive growth. It brings together all key WMCA of work and highlights all different activities that are likely to have direct or indirect positive equality impact under one unified equalities action plan.
5. The Scheme takes a holistic approach, recognising that true commitment to equality and diversity goes beyond just the nine protected characteristics, with a strong focus on positive socio-economic outcomes.
6. The scheme is fully aligned with the WMCA Corporate Strategy 2022-24

Scheme objectives

7. The Equality Scheme is structured around four key objectives – three external and one workforce/internal one. Developing equality objectives is a key legislative requirement for all public authorities.
8. WMCA Equality Scheme objectives comprise a number of themes and deliverables and is accompanied by an action plan. The objectives are outlined below:
9. **Objective 1:** Provide accessible, affordable, safe and inclusive transport services to our wide range of customers.
10. Key themes include: Transport safety and security; delivering an accessible and inclusive commonwealth games experience; ensuring services offer good value for money and people are able to access employment, education and leisure opportunities; narrowing the sustainable travel inclusion gap and ensuring sustainable travel modes are more easily accessible; improving customer experience and better understanding diverse customer needs; ensuring infrastructure, information and services are accessible to more people with a customer service that meets individual needs, and ensuring transport strategies are inclusive and promote an equitable network.
11. **Objective 2:** Deliver schemes, strategies and programmes across the WMCA that help deliver positive equality and inclusion outcomes, also reducing socio-economic disadvantage and poverty, for our region's diverse communities.

12. Key themes include: Affordable and inclusive housing provision; delivering skills equity; delivering on the promise of more inclusive growth shaping investment, infrastructure and services around social and economic goals; supporting positive, proactive and preventative approaches to citizen wellbeing and engagement.
13. **Objective 3:** Ensure equality is embedded within all key WMCA work areas, the WCMA has a strong regional influencing role around the equalities agenda and decision making is informed by the needs of our diverse communities.
14. Key themes include: Embedding equality considerations in decision making; strengthening our approach to community engagement; supporting positive social value outcomes through procurement activities; working with partners to influence change and tackle diversity and inclusion challenges.
15. **Objective 4** Provide an accessible, diverse and inclusive working environment by improving the recruitment, retention, progression, development and overall experience of people employed by the WMCA, enabling the organisation to become an inclusive employer of choice where equality informs our culture and behaviours.
16. Key themes include: Attracting and appointing a diverse range of candidates; Improving employee equality competencies; Supporting enhanced visibility of the equality agenda in the workplace; giving employees a voice; ensuring equalities is fully embedded within key employee lifecycle processes; supporting employee wellbeing ensuring positive mental health and wellbeing are championed; improving the quality of workforce data.
17. The Equality Scheme includes a comprehensive action plan for each objective to support positive equality outcomes for employees, service users and West Midlands residents.
18. While there is no statutory obligation for us to consult on the Equality Scheme, we finalised a 5-week engagement period where the public (including key regional and local community and equality groups) were given the opportunity to comment on the scheme principles. The scheme was communicated via social media, on our website and to our list of equality contacts. The feedback received was broadly positive and there were no specific recommendations to make changes to the Scheme content and structure.
19. Next Steps: The Scheme will be published on the WMCA website along with a range of alternatives formats (easy read, simple English, audio) following WMCA board approval. It will also be available in additional alternative formats upon request.

Financial Implications

20. There is no financial impact in relation to this report. Activities/initiatives included in the scheme have been considered as part of individual budgets

Legal implications

21. The WMCA has a statutory obligation (Regulation 5 of the Equality Act 2010-Specific Duties and Public Authorities Regulations 2017), to publish equality objectives at up to four-year intervals to support the key aims of the public sector equality duties.

Equalities implications

22. The Scheme is likely to have positive impact on the Equality Act protected characteristics as outlined in the main body of the document and the accompanying action plan.

Inclusive Growth Implications

23. Equality is one of the eight fundamentals of the Inclusive Growth Framework, and the Equality Scheme brings detail to how the WMCA can use its power and resources to create a more equal region. The Scheme itself does not create the activity, but it is a lens that is applied to ensure that equality is a consideration whenever plans are made and resources allocated. As such, it is important that when the plans cited in the Scheme are progressed that the detail on how inequality is being addressed is designed in from the outset. For certain investments – such as policies focused on addressing fuel poverty – resolving inequality of outcome is the point of the policy, and it is therefore straightforward to put that at the heart of its design. For others, such as job creation from investments into housing and land – a positive and necessary focus – will not explicitly address inequality unless that is consciously designed in.

Geographical Area of Report's Implications

24. The report encompasses the West Midlands region.

Other Implications

25. There are no other implications



**West Midlands
Combined Authority**

WMCA Board

Date	18 March 2022
Report title	City Region Sustainable Transport Settlement
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Anne Shaw. Executive Director, Transport for West Midlands email: anne.shaw@tfwm.org.uk T
Accountable Employee	Mike Waters, Director of Policy, Strategy & Innovation, Transport for West Midlands email: mike.waters@tfwm.org.uk
This report has been considered by	Strategic Transport Officers Group (STOG) Strategic Transport Board

Recommendations for action or decision:

WMCA Board is recommended to:

- (1) Note the progress made following the submission of the regional CRSTS bid to Government in January 2022.
- (2) Approve the WMCA Section 151 Officer accepting the CRSTS settlement (in full or an interim settlement), subject to any such settlement being in line with the original programme level business case agreed by WMCA Board, and subject to the terms and conditions of the grant being acceptable to the WMCA Section 151 Officer.
- (3) Note the use of the WMCA Single Assurance Framework with some additional scheme assurance measures as set out in the programme business case as agreed by WMCA Board in January 2022.

- (4) Approve extending the role and remit of WMCA Investment Board to cover all WMCA Transport projects (including the CRSTS programme) allowing investment decisions to be made for values between £5m and £20m in line with the Single Assurance Framework.
- (5) Note the strengthening of the existing WMCA Investment Panel to provide technical scrutiny and due-diligence support to the WMCA Investment Board and WMCA Board on all proposed approvals for WMCA transport investment. This will provide the Panel with greater technical specialist knowledge and capacity to address these constraints within the workload of the existing panel.
- (6) Approve the reporting and monitoring arrangements for CRSTS as set out in section 5, with quarterly reporting and monitoring to Strategic Transport Board and annual reporting to WMCA Board and HMG respectively.
- (7) Note the volume of work falling to WMCA as the Accountable Body and the number of investment decisions that will need to be made in a timely manner over the next 5 years.
- (8) Approve the use of the retained CRSTS capacity funding contingency to fund the Accountable Body and Assurance requirements associated with the fund.
- (9) Subject to HMG confirming the funding, approve the allocations for the following programmes and endorse that these programmes need not be subject to the standard Single Assurance Framework assurance processes as these are overarching programme allocations:
 - (a) £7m from the overall CRSTS programme to cover data, modelling and mandatory Monitoring and Evaluation costs over the lifetime of the programme as set out in paras 5.6 to 6.2.
 - (b) The Local Network Improvement Plans (essentially the replacement for Integrated Transport Block) to Local Authorities and WMCA.
 - (c) Highways Maintenance allocations to relevant Local Authorities.
- (10) Note as detailed under next steps in Section 7.4 to 7.6 that March WMCA Board will also be asked to consider under separate agenda items urgent funding decisions on four schemes to be funded through the CRSTS programme.

1. Purpose

- 1.1 To gain approval in principle for the final Programme for the City Region Sustainable Transport Settlement (CRSTS) as submitted to Government and to note the progress towards agreeing the terms and conditions for accepting the funding from Central Government.

- 1.2 At the time of finalising this report for submission to the WMCA Board the Government has not yet confirmed any details or response regarding the submitted CRSTS programme. In the event that further information is available prior to the WMCA Board meeting a verbal update will be provided to the Board. If sufficient information is available from Government then amended recommendations to accept any specific grant conditions will be tabled and proposed.

2. Background

- 2.1 As detailed in the report to both the January 2022 and September 2021 WMCA Board, CRSTS is a five-year capital settlement between April 2022 and March 2027 aimed at supporting the region in delivering a sustainable transport investment programme. The fund is overseen by DfT and provides an opportunity to plan transport investment over a longer time horizon than has previously been possible. This principle aligns well with the planned publication of a new Local Transport Plan (LTP). Following the Board meeting in September 2021, WMCA submitted an ambitious, over-programmed bid to DfT for consideration which totalled £1.73bn. This included £262m of funding which had previously been awarded to the region or could have been expected anyway.
- 2.2 The Financial Monitoring Report to the November 2021 WMCA Board included an update on the settlement and confirmed that the headline allocation awarded to WMCA was £1.050bn, resulting in £788m new money to the region. DfT subsequently issued further guidance and advised that the allocation was 'indicative'; to be firmed up as part of the review and acceptance of a final programme level business case.
- 2.3 A full Programme Business Case, including a schedule of schemes that matched the £1.050bn allocation, was approved at the January 2022 WMCA Board and submitted to Government shortly afterwards for review and approval.

3. Feedback from Government on Programme Level Business case

- 3.1 Following submission of the business case to government there was a short window for questions and clarifications back to promoters in advance of DfT and HMT undertaking a full technical review of the business case. In parallel to this further engagement on a small number of innovative or complex projects with appropriate scheme promoters was also undertaken. These clarifications primarily focused on the technical elements of the economic case or on process related matters. Subsequently, a further technical addendum was provided back to the Government team and in meetings.
- 3.2 Overall feedback has been positive on the strength of the West Midlands strategic case for investment, but at the time of writing this report, no formal feedback, direction or decision has been advised by Government. The absence of formal feedback and decisions is understood to be common to all the eligible CRSTS areas and is not specific to the West Midlands.

- 3.3 A strong and cogent argument for urgent confirmation of the full programme as submitted to HMG and agreed by the Board in January has been made. The importance of this and the relationship of CRSTS to being able to progress the measures contained in the Bus Service Improvement Plan (BSIP) have been set out by Officers and directly by bus operators in the region. Ensuring the synergy of these two plans is understood to be a key concern of HMG (with CRSTS providing capital investment and BSIP providing revenue support and a road map for a revitalising bus in the region). A clear and evidenced case that this synergy is in place in the West Midlands has been set out and presented.
- 3.4 Authorities around England which are not eligible for CRSTS funding have now received confirmation from HMG of the IT-Block and highways maintenance funding that they will receive over the next 3 years. In the West Midlands CRSTS programme the IT-Block funding is replaced by a larger Local Network Improvement Plan programme, and the highways maintenance element has also been uplifted. These are both critical funding strands for which vital activity is planned and committed from the start of April 2022. It is anticipated that whatever HMG's position is on the wider CRSTS programme, these elements will be released in time for the funded to be distributed to Highway Authorities for the start of the 2022/23 financial year.

4. Grant Conditions

- 4.1 It is expected that the CRSTS programme once agreed by HMG will have a number of grant conditions attached to it, both for individual schemes and some overarching conditions relating to monitoring and evaluation. These have not been advised yet, although the overarching conditions are anticipated to reflect the detail of the published CRSTS guidance which we believe the submitted programme accords with in letter and spirit.
- 4.2 As previously advised to Board, it is likely that a number of the larger or more complex and novel schemes within the programme will receive in-principle funding support, but will be classified as 'retained'. This will mean the final funding release for those schemes will be held back by DfT pending the fuller development of the individual business cases. It is not yet known which schemes these will be, but from the guidance it is generally expected to include those over £50m in grant value.

5. Assurance, Governance, Monitoring & Reporting

- 5.1 The CRSTS fund will be operated through and be fully compliant with the WMCA Single Assurance Framework (SAF), with a number of additional evidence requirements attached to each stage of approval as detailed in the programme business case and required by the CRSTS funding. This means that each individual scheme with an indicative budget against it in the agreed CRSTS programme will need to take a business case for approval through the SAF process in order to release the funding.

- 5.2 The WMCA Board agreed in January 2022 when approving the draft full programme business case that, where unavoidable cost pressures emerge on WMCA transport schemes, these should be imported into the CRSTS programme in order to ensure the delivery of existing programmes. This would be undertaken in a transparent manner using the Single Assurance Framework to provide the necessary assurance and governance for such decisions. This will be managed through the maintenance of a 'soft contingency' within the overall CRSTS programme as detailed and agreed in the January WMCA Board report. There is also likely to be a requirement for HMG approval through a change control mechanism which has not yet been specified by HMG.
- 5.3 The status of the above processes and the fund will be included in the quarterly and annual reporting and monitoring to Strategic Transport Board, WMCA Board and HMG respectively as detailed in the January 2022 WMCA Board report (agreeing the programme level business case).
- 5.4 In view of the volume of work that is likely to be generated by CRSTS it is also proposed to create additional capacity for the Investment Panel function to consider all transport decisions being progressed through the SAF. This will be developed in conjunction with the WMCA Director of Law & Governance and will ensure recommendations to the WMCA Investment Board are informed by appropriate technical transport expertise. This additional capacity will take the form of adding additional transport subject matter expertise to the Investment Panel and enabling Local Authorities to substitute their current representatives on the panel for their relevant Transport Director should they wish to. The Investment Panel will also be supported by external technical advice to examine more complex technical matters.
- 5.5 The CRSTS approach and guidance from HMG places considerable emphasis on public transparency over delivery, and on regional accountability for the delivery. There is clear direction that any lack of delivery pace and programme content could adversely impact funding during the latter part of the programme and in subsequent delivery periods. To help manage this a number of monitoring and governance mechanisms will be established as set out and agreed in the January WMCA Board report. These cover a monthly senior Officer review using existing forums; a formal quarterly report to the Strategic Transport Board and Mayor; annual reporting to WMCA Board and any necessary exception reporting.

5.6 It should be noted that HMG is placing considerable emphasis on the monitoring of delivery and on project and programme outcomes. The WMCA will be required to sign up to any DfT requirements arising from their national evaluation programme. To support this a small allocation (£7m) has been made within the overall programme which is equivalent of under 1% of the total new funding contained within the CRSTS programme. This will be used to undertake a single centrally operated Monitoring and Evaluation (M&E) programme for all activity and will provide data to support project development and delivery. This will enable delivery teams to focus solely on delivery, but will require each local authority to commit to engage with the central M&E function at an early stage during project planning. This will allow critical baseline data which is aligned to the project objectives to be collected in advance of delivery activity. Some particularly large or novel schemes may require additional M&E activity to be funded via the project, which will be identified and agreed as required through the various WMCA SAF decision points.

5.7 This allocation of £7m will cover the following activities and will be drawn down directly throughout the programme as required to support activity.

- Data collection to support scheme development and delivery e.g. Traffic counts, pedestrian counts, speed/congestion information, road traffic accidents etc.
- Maintenance and management of the PRISM regional Transport Model which is required to support business cases for schemes to be funded by the CRSTS programme
- Tools and software to enable regular, easy and accurate reporting on scheme delivery in a consistent manner across all delivery partners
- Overall programme management, data and reporting on standard Monitoring and Evaluation activity for all schemes within the programme.
- Engagement with any National Monitoring and Evaluation requirements (over and above individual scheme requirements) as set out by DfT.

6. Programme Level Funding Arrangements

6.1 Specific, key elements of the CRSTS programme will be subject to a simplified assurance / approval process.

6.2 Areas of the programme subject to the light touch approach include:

- **Monitoring and Evaluation:** Activity (£7m) to cover data, modelling and mandatory costs over the lifetime of the programme as detailed above.

- **Highway Maintenance Block:** This is effectively a doubled devolved £120.4m funding component of CRSTS which will be delivered through the local highway authorities (representing an 18% uplift). Each LHA will lead on any procurement in line with Public Sector Procurement Guidelines. An annual monitoring report based on a standard format will be required (as per DfT guidance) from each LHA setting out how the funding has been spent and how the condition of the network has improved. These will be compiled to form a regional view as part of the overall CRSTS monitoring and reporting. A supplementary Section 151 declaration will also be required in line with existing arrangements. An annual allocation will be confirmed by the WMCA Board each year in-line with the overall five year programme allocation. For the financial year 2022/23 this allocation will be released (as detailed below) immediately on confirmation and receipt of the funding from HMG.
- **Local Network Improvement Plan:** The £107.5m replacement funding for the Integrated Transport Block representing a 21% uplift. A light-touch approach is required for this to reflect the typically lower complexity/lower risk projects and often reactive nature of the works undertaken under this funding. This funding will be released in the form of an annual grant to each constituent LHA in April. Funding will be made available to Local Authorities upon WMCA formally accepting the CRSTS funding.

As per the previous arrangements, a signed declaration confirming adherence to the terms will be required by each S151 Officer with a simple funding agreement setting out delivery reporting requirements. This will include basic quarterly financial returns and a short annual monitoring report against a standardised format. This will set out what has been delivered, supported by a small number of case studies showing how delivery aligns to Local Transport Plan and CRSTS funding objectives, as well as proposed delivery for the next period. These will be compiled to form a regional view as part of the overall CRSTS monitoring and reporting. An annual allocation will be confirmed by the WMCA Board in-line with the overall five year programme allocation.

The annual allocations to each authority based on a population pro-rata are set out below and the Board is recommended to approve these allocations as documented below:

£	Highways Maintenance (inc Potholes etc)	Local Network Improvement Plan (Previously ITB)
WMCA (inc Strategic Top Slice)	-	5,465,000
Birmingham	-	6,253,500
Coventry	4,086,400	2,034,000
Dudley	4,486,100	1,760,400
Sandwell	4,741,300	1,797,900
Solihull	3,872,100	1,184,100
Walsall	3,568,700	1,563,100
Wolverhampton	3,325,400	1,442,000
Annual Allocation from April 2022	24,080,000	21,500,000
<i>Total for 5 Years (same distribution)</i>	<i>120,400,000</i>	<i>107,500,000</i>

6.3 The final year of Transforming Cities Funding has also been subsumed into CRSTS. No changes have been proposed to the funding mix previously agreed by WMCA Board. This component of the funding will continue to be delivered compliantly to the WMCA SAF, as it has been thus far. The existing monitoring and evaluation approached required by DfT for this element of the funding will continue to be delivered by TfWM.

7. Next steps

7.1 The next steps are wholly contingent on what HMG reverts with in response to the region's submission. A high priority will be to release the highways maintenance and LNIPs funding and to seek to address or ameliorate any specific grant funding conditions. If more information is known in this regard by the time the Board meets this will be verbally advised.

7.2 It is in all stakeholder's interests to be in a position to progress the CRSTS programme in advance of the next WMCA Board meeting in June 2022. If it is necessary to delay the WMCA acceptance of the CRSTS monies until June there are likely to be significant consequences for highway maintenance and LNIPs activity and a number of pressing schemes (delay on which will result in increased costs and delivery risks). It is therefore recommended that the WMCA S151 Officer is able to accept the final determination of HMG and grant terms provided they are in-line with the programme submission already agreed by the Board. Should there be any matter of detail clarification or issues within this, acceptance of this would be in consultation with the WMCA Mayor, WMCA Portfolio Holder for Transport and Executive Director for TfWM.

7.3 On-going dialogue with HMG will continue to ensure that as a minimum the highways maintenance and LNIPs elements of the CRSTS programme are released and distributed in time for the start of the 2022/23 financial year.

- 7.4 The Board are asked to note that separately to this report on the March agenda they are also being asked to consider reports on four schemes which are within the CRSTS programme as set out below.
- Sprint Phase 2
 - Metro Depot
 - Metro Traction Power
 - EV CATS (Electric Vehicle Charging Area Transit Stations)
- 7.5 Each of these schemes presents an opportunity to make tangible and beneficial early progress toward delivery of the overall programme (which will be a key performance metric that HMG will hold the region to account over); and/or which early progression of and decisions on will enable significant additional delivery risks and cost increases to be avoided.
- 7.6 The Board are asked to acknowledge that the ability to enact any decisions the Board reaches on these schemes and reports will be contingent on the CRSTS programme funding being confirmed and released by HMG.

8. Financial Implications

- 8.1 The financial management arrangements associated with the fund are set out within the paper, which notes how investment decisions will aligned to the Single Assurance Framework, with detailed assurance and appraisal being undertaken in lieu of funding agreements being put in place to ensure delivery and adherence to the overall DfT terms and conditions.
- 8.2 The funding conditions (to be provided by DfT) are expected to confirm that CRSTS is a capital fund and as such, grant recipients will be required to treat the expenditure in line with their local accounting policies.
- 8.3 The anticipated Terms and Conditions are also expected to place obligations on WMCA as the accountable body. These terms and conditions will be reviewed and agreed by the WMCA Section 151 Officer in consultation with WMCA and Local Authority Financial Directors group to confirm if they are considered reasonable and proportionate. In the event of any concerns being identified the WMCA Mayor, WMCA Portfolio Holder for Transport, WMCA Statutory Officers and WMCA Executive Director for Transport will be consulted before a response to HMG is formed. The objective will be to resolve the concerns in a way that minimises risks to the WMCA and its constituent authorities and allows the CRSTS programme to be released by HMG.
- 8.4 For clarity, it is important to note that until DfT / HMG provide a settlement together with a set of conditions which are acceptable to the WMCA, no financial commitments for expenditure funded from CRSTS capital can be placed.
- 8.5 As detailed above, the costs associated with the Accountable Body obligations placed on WMCA will need to be charged to the revenue and capital resources made available as appropriate.

9. Legal implications

- 9.1 There are no direct legal implications arising in regard to the recommendations set out in the report. Notwithstanding this, Legal notes that the capital projects identified in respect of the Settlement will require legal support and assistance to facilitate the delivery of those projects. Given this, legal will assist and support as necessary particularly in ensuring that funding agreements between the parties set out terms and conditions on which the funding is being made available by WMCA. The WMCA will need to ensure that decisions around programming after agreed allocation follow the usual principles of good governance including transparency, equitability and proportionality.

10. WMCA Assurance & Appraisal Implications

- 10.1 These remain as reported to the January WMCA Board and set out in the programme business case.

11. Equalities implications

- 11.1 The proposed programme is likely to help support connectivity and improve the transport network, with a subsequent positive equality impact. At design stage individual schemes would need to undergo equality impact assessment to ensure equality considerations are embedded. Following confirmation of the funding allocation a full programme level business case will be required by HMG and this will include a comprehensive equalities assessment.

12. Inclusive Growth Implications

- 12.1 The schemes for investment have been selected by theme and location and ensure that many of the region's most underinvested places are prioritised. This potentially covers several of the inclusive growth fundamentals:
- Climate resilience: resulting from investment into low carbon modes of transport and demand reduction.
 - Connected Communities: creating the right sort of mobility for the right places, based on social links as well as economic ones.
 - Health and Wellbeing: making it easier to choose active travel modes and improving air quality.
 - Equality: ensuring that people can access mobility regardless of where they live in the WMCA area.
 - Inclusive Economy: ensuring that people can travel quickly and conveniently to employment opportunities.
- 12.2 It is important consider the programme match against the final allocation, to ensure that areas with the greatest need are not disadvantaged. Any areas not benefiting from direct CRSTS investment should be considered for application of other funding pots wherever possible.

13. Geographical Area of Report's Implications

- 13.1 The report encompasses the West Midlands region. The Settlement is specifically targeted at the constituent authority area, with existing Integrated Transport Block and maintenance funding for this area being wrapped in and the fund being attached to a requirement for a refreshed LTP.
- 13.2 Notwithstanding this many of the identified initiatives provide significant benefit to the wider travel to work area, and as the LTP is refreshed continued dialogue will be held with non-constituent Transport Authorities to ensure good alignment and synergy between priorities and investment proposals.

14. Other Implications

- 14.1 There are no other implications

APPENDICES:

- **Appendix 1:** Summary of the West Midlands CRSTS programme

Appendix 1: Summary Schedule of the West Midlands CRSTS programme

Programme Title	Value Award sought (% of CRSTS)	Programme Overview
Supporting Inclusive Growth	£192m (18%)	<p>Programme focused on driving inclusive growth and jobs, levelling up and housing delivery on six high priority corridors. Elements include:</p> <ul style="list-style-type: none"> - Corridor improvements to support connectivity between Smethwick and Birmingham. - East Birmingham to Solihull transport investment including sustainable travel improvements, A45 segregated cycle route, improved access to major employment locations and development work to progress Rapid Transit options - A package of improvements between Walsall and Wolverhampton including improvements to the A454, sustainable access enhancements to the new Darlaston and Willenhall Stations and improvements to walking and cycling in Wolverhampton City Centre. - Sprint A34/A45 Phase 2 to deliver the full priority measures in the Black Country and Solihull. - Improve interchange facilities at Dudley Port and sustainable access improvements to the new Metro stops on the Wednesbury to Brierley Hill line.
Connecting our Places	£416m (40%)	<p>Programme to build on public transport investment and boost connections across our key centres and corridors. Deliverables include:</p> <ul style="list-style-type: none"> - Developing our Metro ambitions with a package of investment comprising essential renewals to sustain operations on Line 1 between Wolverhampton and Birmingham and work to develop the case and begin delivery on new routes across Birmingham and the Black Country. - First Coventry VLR route from Coventry Rail Station to City Centre (subject to R&D phase). - Support for the Very Light Rail Innovation Centre in Dudley. - Delivery of bus priority measures on a number of Cross City routes supporting the ambitions set out in the Bus Service Improvement Plan (BSIP). - Improved bus connections between Solihull Town centre and UKC. - A package of transport infrastructure enhancements to support Sutton Coldfield Town Centre - Enhanced Demand Responsive Transport Services. - A new station at Aldridge. - Developing the case for a number of new stations across the conurbation including key priorities such as Tettenhall in Wolverhampton. - New P&R facilities - Development work on Solihull and Snow Hill Stations
Healthy Streets and Spaces	£103m (10%)	<p>Package contains measures aimed at encouraging more active travel and reducing the volume of trips made by car to improve health and reduce environmental impacts. Highlights include:</p> <ul style="list-style-type: none"> - A range of walking and cycling improvements (including segregated cycleways) across a number of corridors in the Black Country, Birmingham, Solihull and Coventry. - Sustainable access improvements at a number of key locations across the West Midlands including Birmingham, Dudley and Stourbridge.

Creating Resilient Networks and Communities	£238m (23%)	A programme to ensure our highway networks utilise the latest technology and methods to operate and function effectively and safely. Initiatives include: <ul style="list-style-type: none"> - The maintenance of our highways and structures. - Improvements to key corridors such as A444, A461, A41, A4123 and A449 for walking, cycling and bus users.
Delivering a Green Revolution	£46m (4%)	This programme builds on the many other de-carbonisation initiatives across the other programme themes (including public transport and active travel measures) and delivers a series of critical new capabilities. It aims to accelerate green technology by working with the private sector to deliver infrastructure to build consumers' confidence in zero-emission vehicles such as Ultra-Rapid Charging Stations, on-street charging points and charging points in key centres. This programme also directly supports the EV agenda and wider regional priorities for a Gigafactory, providing enhanced access to this key development location.
Making Behaviour Change Easy	£48m (5%)	Programme of initiatives to build upon and scale-up work supporting behaviour change. There is a focus on initiatives which aid transport interchange between modes and services and make sustainable travel choices easier and more accessible for all. Significant initiatives under this theme include: <ul style="list-style-type: none"> - Delivery of contactless payment capping using debit card or phones across all public transport operators and modes ensuring passengers get the best value fare possible. - Delivery of Mobility Hubs which bring all relevant transport choices into one accessible place with other key services such as pop-up businesses or community services. These particularly support local neighbourhoods and local centres with sustainable travel options and more choice.
Data and Programmes	£7m (1%)	Programme to support the monitoring and evaluation of CRSTS programme. Investments made will help to unlock future funding by enhancing the evidence base to justify future scheme development and delivery.

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WMCA Board

Date	18 March 2022
Report title	Outline Business Case: EV CATS - Electric Vehicle Charging Area Transit Stations
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Ian Martin, Investment & Commercial Activities Director email: ian.martin@wmca.org.uk Mike Waters, Director of Policy, Strategy & Innovation, Transport for West Midlands email: mike.waters@tfwm.org.uk
Report has been considered by	Investment Panel - 24 January Senior Transport Officers Group - 31 January Strategic Transport Board - 4 February Investment Board - 14 February Finance Directors Group - various meets 2021 with latest 17 February

Recommendations for action or decision:

WMCA Board is recommended to:

- (1) Confirm approval of the investment of £14m of City Region Transport Settlement (CRSTS) funds in the EVCATS project, subject WMCA securing Government approval towards the regional CRSTS funding settlement together with appropriate terms and conditions; subject to a separate report at this meeting.
- (2) Approve the investment of £2.2m from the Brownfield Land and Property Investment Fund (BLPDF), as recommended by Investment Board and subject to the overall approval of the CRSTS investment at WMCA Board as indicated above.
- (3) Approve £6.5m from the £14m allocated CRSTS funds and £1.5m from £2.2m BLPDF to be invested at this OBC stage as required for site acquisition, site preparation and ancillary costs, including set up of the Delivery Company ahead of the full investment under the FBC (with the condition as noted above). Noting that the early release of the sums is from the totals at recommendation 1 and 2, not in addition to it.
- (4) Note that subject to the FBC approval at a future date, the WMCA Capital investment of £7.722m is intended to be made from WMCA borrowing.

1. Purpose and Background

- 1.1 The purpose of this paper is to seek approval of the Outline Business Case. Details of this are summarised in a separate report to the Board its private agenda due to the commercial nature of the business case.
- 1.2 The Outline Business Case seeks a non-refundable grant of £14 million from City Region Sustainable Transport Settlement (CRSTS) and £2.2 million from WMCA Brownfield Land and Property Development Fund (BLPDF) to support the creation of ten (10) Electric Vehicle Charging Area Transit Stations (EV CATS). These will comprise of 80 to 100 ultra-rapid 150+kW chargers, with sufficient expansion space to double capacity as the market requires. The project directly supports the central government Net Zero agenda and the WMCA #2041 agenda.
- 1.3 The OBC also requires Public Sector Borrowing by WMCA in the sum of £7.722m. This will not be committed until there is approval of the Full Business Case planned for later in 2022.

- 1.4 WMCA Board approved the region's EV Strategy in February 2020. The strategy identified four levels of intervention required across the WMCA area summarised in the table below:

	Equipment specification	Typical use case
Long stay	7kW	Residential Workplace Hotels
Short stay	22-50kW	Retail parks and shopping centres Leisure facilities Tourist attractions
Local hub	22-150kW	Transport hubs designed specifically for charging and modal interchange
Transit charge stations	50-350kW	(New) Service stations on key major routes around the West Midlands

- 1.5 Multiple stakeholders play different critical roles in bring this infrastructure forward. It was agreed that Transit Charge Stations should be progressed by the WMCA in a leading role. This OBC is a result of extensive work undertaken in this regard.
- 1.6 Transit Stations are facilities that provide ultra-rapid charging to a variety of users. These include: light goods and van fleets without access to depot charging (or for whom the operating model is for the vans to go home with the operative at night); inter and intra-regional travel; and charging for shared mobility services such as car clubs. Particularly in the short-term, facilities could also accommodate residents who do not have access to off-street charging until local long-stay provision is more ubiquitous. This will help address an equality concern where EVs may be felt to be more out of reach for less affluent households without the benefit of a private drive or for those in higher density living. Perversely some of these households are the ones that might benefit most from the relatively cheaper cost of running an EV vehicle (commercial or private). It is also noted that 30% of households in the West Midlands do not benefit from a drive and therefore home charging is not possible.

2. The Need for Transit Stations

- 2.1 A National Audit Office report in February 2021 stated that the UK will need upwards of 450,000 public chargers by 2030, which is more than 10 times the currently estimated 41,000 public chargers. The West Midlands, with its above-average growth in EV ownership coupled with its geographical location at the heart of the UK's transport network, will see increasing pressure for regional EV public charging infrastructure. Along with local authority actions to address low to mid power chargers, there is a need to intervene and incentivise the establishment of a highly visible and efficient EV public charging infrastructure in the region.
- 2.2 There are economic and air quality benefits associated with faster EV uptake as the region's emissions savings could nearly double by 2030 as compared to delaying the widespread uptake until the mid- to late 2020's. Furthermore, the West Midlands, as a centre of excellence of the automotive industry, is leading the way in the development of many of the technologies that are driving the evolution of the electric vehicle sector. Developing a charging infrastructure to underpin the region's leadership position in the sector to further capitalise on the development of electric vehicle battery and charging technologies will support economic recovery and employment across the region.

3. The Vision for Transit Stations

- 3.1 A Transit Station can be seen as a Petrol Filling Station (PFS) equivalent. The development of these is in their infancy with the growth of EV vehicles not yet supporting their financial viability in all but a small number of locations. Whilst they take slightly different forms, the concept of a small retail outlet, canopy and with petrol pumps replaced by charging points is emerging as a model solution in Europe.
- 3.2 The proposal outlines the creation of a network of 10 ultra-rapid EV CATS stations strategically located on the Key Route Network, with an aim to provide access across an area of 3.5 miles radius subject to land availability, and thereby cover 90% of the West Midlands residents and business. Each EV CATS will have a minimum of 10 charging points delivering an ultra-rapid charge and also have future expansion space.
- 3.3 The EV CATS project will utilise ultra-rapid chargers with a minimum 150kW of power capable of providing a top-up range ~ 100 miles in 20 to 30 min will meet the needs of these users. As a comparison charging hubs usually use c.22kW to 50 kW units equating to the same range in 1.25 to 3 hours.

- 3.4 The EV charging private sector is developing rapidly. However, it is still 4 to 5 years away from becoming a truly financially sound investment for private developers at the scale necessary to provide the required motivation for the public and fleets to make the change to EVs. There is a need for the public sector to intervene to meet requirements during these years where market failures will not meet the growing demand. One of the intents of the project is to secure locations that will catalyse the EV market and protect them from the land-grab practices taking place in the sector. These practices tend to manifest as cherry picking of strong locations which can then be served by inadequate or limited facilities, thus suppressing the rate of build-out of quality infrastructure and preventing the creation of a quality network.

4. The Importance of a Charging Spine

- 4.1 The fact that these facilities will form a network will lead to the greatest benefits. One or two locations alone will not enable a fleet operating across the West Midlands to switch from ICE to EV. Operators need to ensure that whether the driver is in Wolverhampton, Coventry or anywhere else, they do not have excessive downtime whilst charging. Logistics companies are acutely aware of this and will be encouraged to switch to EV's if this concern can be mitigated.
- 4.2 These types of Transit Stations are unlikely to appear in the West Midlands in the short term through private sector investment alone without public incentives. When they do, they will favour prime areas with high EV ownership and high passing trade (e.g. business parks where visitors have driven long journeys and are likely to have an EV or near motorway junctions). A pan regional comprehensive charging spine network would not be available for some years.
- 4.3 Under the EVCATS proposal Operators would be required to bid to operate more than one station in each released tranche of sites. This will avoid cherry picking the best locations and allow development of the network and for all across the region to benefit at roughly the same time.

5. The EV CATS Investment Model

- 5.1 A financial model has been produced, tested and independently reviewed. It utilises public funds as patient capital and has the potential to recover this investment over time. The investment is 50% of the Transit Station cost with 50% provided by a Private Sector investor. The Charge Point Operator pays for the chargers.
- 5.2 There are prioritised returns to the Private investor which are sufficient to provide enough reward for the risk they are taking. This will encourage investment in Transit Stations now, as opposed to waiting until a future point when demand is greater by virtue of more EV's being on the road.

- 5.3 The public/ private vehicle will own the Transit Stations and lease them for 20 years to the Charge Point Operator. Leveraging in private sector capital and expertise means the public funds go further. There is also the potential to recover part, or likely all of the funds at a future point and recycle these to other public projects.

6. Delivery

- 6.1 There are several steps to take to deliver the project and this will require investment at the OBC stage and further investment following the FBC approval. The project will be led by a team with extensive commercial property development experience, supported by TfWM EV specialists and a steering group of Local Authority colleagues with experience of EV infrastructure delivery.
- 6.2 Investment at the OBC stage would be abortive if the FBC was not approved due to an inability to deliver the commercial elements of the project. However, the WMCA is undertaking soft market testing with potential Investors for the DelCo and charge point operators for the OpCo. At this stage interest has been extremely positive.
- 6.3 The risk of abortive expenditure is further mitigated as the greater proportion of the investment at OBC stage would be in securing prime roadside sites in the West Midlands. Criteria for site selection based on the key metrics drawn from the commercial and economic elements of the business case have been developed. If sites are acquired but then must be disposed of, the investment will be largely or wholly recovered.
- 6.4 Key to securing the private investor to the DelCo and the private OpCo is having land available. Without this the investment prospect is not tangible to private investors. Unfortunately, engagement with Local Authorities and through One Public Estate has not identified existing public assets matching the requirements and therefore acquisitions are required. However, the search for suitable public assets will be refreshed in parallel for commercial site search.
- 6.5 The project would through the WMCA acquire up to 5 sites at their market price and (subject to valuation) remediate if necessary these ahead of the FBC.
- 6.6 Detailed cost estimates and market assessment at OBC stage show that this will require £8m (land plus remediation plus acquisition fees plus some OpEx). This cost comprises £6.5m from the total £14m indicatively allocated with the CRSTS programme and £1.5m from the £2.2m BLPDF funding. Any further expenditure above £8m or from WMCA borrowing would be incurred only following FBC approval and once commercial partners have been secured.

6.7 TfWM has been working with Local Authorities through an EV Working Group to understand where in the regional supply chain existing activity to increase EV re-fuelling infrastructure can be increased. Currently there is a mixed picture as many of mainstream Charge Point Operators (who provide and operate the physical equipment the vehicle is plugged into) are national entities and many have global financial backing. However, much of the activity to plan, install and maintain infrastructure is being sourced within the region. The selection of a DelCo partner will need to ensure the commercial viability as a priority, but further work will also be done to understand and to seek to stimulate the local supply chain. Prospective partners will be asked to set out how they can demonstrate benefit to the local supply chain for equipment manufacture, operation, and maintenance. Examples of local supply chain activity currently being used by Local Authorities to bring forward EV re-fuelling infrastructure include:

- Electric grid connections (companies based in Birmingham and Tipton)
- Highways & civils work (Direct Labour Organisations and Birmingham based contractors)
- Modelling and planning tools (Birmingham based data consultancy)
- Signage (Warwickshire based supplier)
- EV journey planning & parking reservation tool (Birmingham based SME/Start-up)

7. Benefits

7.1 There are benefits delivered for both the CRSTS funding and BLPDF. These are detailed in the OBC. The BCR ranges from a low of 1.5 to 3.17 dependent upon methodology of calculation and what wider benefits are included. In terms of value to the public purse the leverage rate of private sector investment is significant higher than typically achieved through investment transport infrastructure.

7.2 CRSTS benefits total an estimated £65m, including the bulk of this from Carbon Reduction and Nox Impact for which benefits total £45m.

7.3 Brownfield Land and Property Development Fund (BLPDF) benefits will be the remediation and preparation of land for development. The investment will deliver a minimum of 5 acres of land remediated at a cost of £440k per acre.

7.4 There are many other valuable but unquantifiable benefits that will flow from the project and these are stated in the full OBC and include:

- Increase in EV take-up due to highly visible charging infrastructure.
- Reduced risk of prime sites being acquired and held sterile until commercially viable and thus holding back EV Infrastructure development or “ransomed” to the public sector.
- Reduced health problems as a result of better air quality.
- Ameliorating the inevitable risk that a purely independent commercial and market led provision of ultra-fast EV charging will leave some key areas of the region without the benefit of these facilities for many years to come.

- Demonstrable support for an initiative allied to the automotive industry that is so important in the West Midlands.

8. Funding

8.1 As considered above the request is to approve, subject to Full Business Case approval, the £14m CRSTS and the £2.2m BLPDF allocation, with an element of borrowing undertaken by WMCA to meet the full funding required. At this stage of OBC approval as considered at the WMCA Investment Board only £8m (comprising £6.5m of CRSTS and £1.5m of BLPDF) would be drawn down.

8.2 There is a necessity to commit expenditure at the OBC stage, however, this can be wholly or largely recovered if the FBC is not proven following commercial engagement. The recovery of CRSTS expenditure would be prioritised and in the event of it being necessary to liquidate acquired assets it is considered low risk that this would not be achieved. Expenditure beyond £8m would not occur until the FBC is approved.

8.3 Funding Sources

CRSTS	£14,000,000
BLPDF	£2,200,000
WMCA Capital (Borrowing)	£7,722,440
TOTAL	£23,922,440

8.4 Note that the WMCA Capital would be in the form of patient capital funded through borrowing and ultimately recovered over the life of the investment through the commercial model.

9. Financial Comments

9.1 The financial implications are set out in the report with further detail concerning the commercially sensitive aspects of the business case provided in the associated report for the private agenda.

9.2 The Finance Directors of the WMCA constituent Authorities have been fully engaged in the development of the business case and support the recommendations.

9.3 Release of the CRSTS element of the funding for this OBC stage is entirely contingent on the release of the wider programme funds from HMG and the WMCA Board agreeing the separately presented paper on this programme.

10. Legal Implications

10.1 WMCA support services including Legal, Procurement and Governance have been involved in developing the project and will continue to support any Legal, Procurement and ARAC considerations

- 10.2 The project will involve the various essential legal agreements including the creation of a public-private entity to hold ownership of the transit stations and contractual relationships with the operator of these.
- 10.3 The legal implications concerning the commercially sensitive aspects of the business case are set out further in the associated report for the private agenda.
- 10.4 An external law firm Pinsent Mason have been engaged to review the necessary structures and have confirmed these can be accommodated. The budget plan includes provision for engaging further external legal expertise to set up implement these (subject to Full Business Case approval).
- 10.5 Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives WMCA a power of competence appropriate for the purposes of carrying-out any of its functions. Part 4 of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to any economic development and regeneration in the constituent councils are exercisable by WMCA.

11. Equalities Implications

- 11.1 The EVCATS will have open access to all members of the public.

12. Inclusive Growth Implications

- 12.1 The creation of ten EV CATS has largely positive implications across several dimensions of the Inclusive Growth Framework, specifically Climate Resilience, Connected Communities and Inclusive Economy. These are as follows:

Climate Resilience

- 12.2 Access to public fast charging is an inhibitor of the transition to electric vehicles, and the Transit Stations are a key element of reshaping our infrastructure to enable this. However, it will be critical to consider another important shift alongside this – the shift away from ownership of vehicles towards sharing them (for example, in car clubs). The step-change created by the introduction of these Transit Stations may create new economic opportunities for increasing sharing capability, in a way which could accrue to localities in general and to the social economy.

Connected Communities

- 12.3 The creation of Transit Stations ultimately gives electric vehicle users of the present and future the sort of infrastructure that is widely available to people who use petrol vehicles. This is a critical component of future mobility, and ultimately tests a model which could be used extensively to meet this challenge both regionally and nationally.

Inclusive Economy

- 12.4 The EVCATS project is designed to provide a network of Transit Stations serving an anticipated 90% of the West Midlands. The provision of charging availability will benefit the 30% of West Midlands homes – which are more heavily distributed in places where people are on low incomes – where off street parking is not available and on-street charging has not yet been rolled out to provide alternatives. This may have particularly positive implications for those people who may ultimately need to use a pool car for peripatetic work such as social care, or who could usefully access electric vehicles through a car club to meet their other mobility demands.
- 12.5 There is also an opportunity to use the investment into the Transit Stations to reshape the local economy and energy system in a way which accrues benefits to local citizens, and this will be examined on a site by site basis as the acquisitions are planned and progressed.

13. Geographical Area of Report's Implications

- 13.1 The EVCATS project is designed to provide a network of Transit Stations serving an anticipated 90% of the West Midlands constituent authority area. The provision of charging availability will benefit the 30% of homes in this area where off street parking is not available and on-street charging has not yet been rolled out to provide alternatives. It will also provide direct benefit to the travel to work area around in the non-constituent area of the WMCA around the main metropolitan conurbation.
- 13.2 The business model is based on the density of demand generated in the relatively more dense urban environment of the metropolitan area, but project team will be able to work with colleagues in the wider non-constituent area to share learning and scope potential targeted expansion of the concept.



WMCA Board

Date	18 March 2022
Report title	Sprint - A34 Walsall to Birmingham and A45 Birmingham to Airport and Solihull Phase 2 Funding Confirmation
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Anne Shaw, Executive Director, Transport for West Midlands email: anne.shaw@tfwm.org.uk
Accountable Employee	Sandeep Shingadia, Director of Development & Delivery, Transport for West Midlands email: sandeep.shingadia@tfwm.org.uk
Report has been considered by	Sprint Programme Board Investment Board

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Endorse the addendums to the Sprint A34 and Sprint A45 Full Business Cases which detail the second stage of delivery for 2024, including bus priority interventions, cycling and walking infrastructure, signal upgrades, shelter enhancements, ticket machines, and utility diversions.
- (2) Approve the £30.6m City Region Sustainable Transport Settlement allocation for the delivery of Phase 2 of the A34 Walsall to Birmingham Sprint scheme. Subject to Department for Transport confirmation of the City Region Sustainable Transport Settlement programme and the WMCA Section 151 Officer accepting the City Region Sustainable Transport Settlement.
- (3) Approve the £25.4m City Region Sustainable Transport Settlement allocation for the delivery of Phase 2 of the A45 Birmingham to Airport and Solihull Sprint scheme. Subject to Department for Transport confirmation of the City Region Sustainable Transport Settlement programme and the WMCA Section 151 Officer accepting the City Region Sustainable Transport Settlement.

- (4) Note that as construction and utility costs for the scheme are not yet finalised, the project team may need to flexibly manage the scope of the scheme in order to maintain the overall budget. This will be managed to ensure that the benefits are not materially affected, and appropriate change control processes are implemented.
- (5) Note the inclusion of Cycling and Walking measures within Phase 2 delivery.
- (6) Note that realising the full benefits in the business case and on-going affordability of WMCA revenue liabilities arising from the scheme are predicated on all areas pursuing the principles recently agreed in the Local Transport Plan core strategy.
- (7) Approve Delegation of Authority to Officers as set out in Section 7 of this report.
- (8) Jointly delegate to the WMCA Monitoring Officer and WMCA S151 Director of Finance the authorisation of the award of contracts to the successful tenderer for the design and build stage are entered into, subject to:
 - (a) The total cost for both A34 and A45 Phase 2 projects being within the £56m recommended budget.
 - (b) Any future revenue costs falling to the Authority can be accommodated.
 - (c) All funding agreements being signed and sealed to the satisfaction of the WMCA S151 Finance Director and WMCA Monitoring Officer.

1. Background

- 1.1 The A34 Walsall to Birmingham Sprint scheme is a Bus Rapid Transit proposal enhancing the link between Walsall Town Centre, Perry Barr and Birmingham City Centre, ultimately connecting to the HS2 station at Curzon Street.
- 1.2 The A45 Birmingham to Airport and Solihull Sprint scheme is a Bus Rapid Transit proposal enhancing the link between Birmingham Airport, Solihull, and Birmingham City Centre, serving residents and businesses in Digbeth, Sheldon, and Yardley.
- 1.3 The WMCA Board approved the Full Business Cases for the Sprint A34 Walsall to Birmingham and Sprint A45 Birmingham to Airport and Solihull in February 2020. The Full Business Cases covered phase one and phase two of delivery.
- 1.4 The WMCA Board approved the budget for the phase one delivery of £87.8m in February 2020. Phase one is currently in delivery. It is on budget and on schedule to deliver prior to the Birmingham 2022 Commonwealth Games. Early benefits are already being experienced by buses in key locations.
- 1.5 In February 2020, the WMCA Board also agreed that subject to £50.3m funding for phase two being identified and allocated:
 - (a) WMCA Board approve, in principle, the delivery of phase two as contained within the Final Business Cases subject to this report.

- (b) WMCA Board will receive a further report seeking approval to the budget documenting the costs, scope, benefits and confirmed delivery profile for the schemes.
- (c) A Full Business Case to cover solely the phase two delivery aspects will not be required, subject to the total phase one and two cost, scope and benefits falling within the parameters of the Final Business Cases.

1.6 A total of £56m has been identified and allocated to phase two as part of the City Region Sustainable Transport Settlement with £30.6m for the A34 and £25.4m for the A45. The WMCA Board agreed this allocation in January 2022.

1.7 The original Full Business Cases have been revisited to ensure they reflect the latest proposals and delivery approach. Two addendums have been produced that highlight any differences from the original submission, including the justification for the cost increase from £50.3m to £56m.

2. Scheme benefits

2.1 The A34 and A45 Sprint schemes will offer improved connectivity from the Black Country, through Birmingham City Centre, to Solihull and the Airport. The investment provides predictable journey times and high frequency, dependable timetables that will further stimulate growth and encourage the use of sustainable public transport. All other bus services on the Sprint corridor will be able to use the new bus lanes and the infrastructure will make all bus services operating on the A34/A45 corridor more reliable, which in turn will provide benefits to millions of public transport users in the region.

2.2 The delivery of the full Sprint route from Walsall to Solihull is important to the achievement of the regeneration of local centres on the route, and also promotes the masterplan visions for Walsall town centre and Solihull town centre. Sprint investment improves connectivity to jobs, education, healthcare, shopping and leisure along the route; with direct links to new opportunities.

2.3 The standard of the service will align with the Sprint performance and service standards.

2.4 The Phase two scheme designs have been refined with Local Highway Authority Officers to ensure the updated design incorporates feedback received during the public consultation and subsequent engagement.

2.5 Further public engagement will take place on Phase 2 proposals in summer and autumn 2022. Final design approvals will be required from each Local Cabinet in Walsall, Sandwell, Birmingham and Solihull. Work is expected to start in late 2022.

2.6 Following engagement, additional cycling and walking measures have been incorporated within the Phase 2 programme. This includes contributions to other local schemes that enhance cycling and walking on the corridor, including new segregated cycling facilities.

2.7 The schemes will deliver:

- An increase in public transport patronage. The patronage forecast and modal shift for Sprint will help reduce highway congestion.

- Improved journey times and reliability through bus priority interventions, leading to an increase in regional productivity.
- Other bus services using parts of the route will benefit from additional bus priority (such as 51, 52, 77, 424, 907, 937, X51, X12, 17, 58, 60, 72, 73, etc). In addition, several school services will also benefit
- Environmental benefits from the use of zero emission vehicles.
- Phase two also includes new toucan crossings, sections of segregated cycling, at stop cycle parking facilities, and other cycling and walking measures.

- 2.8 The overall impact of the scheme will improve access to sustainable modes, providing enhanced connectivity from residential and industrial development within the corridor.
- 2.9 The main benefit of the schemes is the improved journey times and reliability provided from 2022. The annualised patronage of the full A34 service is 4.4m. The PVB is around £101.58m following the subtraction of highway disbenefits. The Benefit Cost Ratio (BCR) of the scheme is now 2.74 with the inclusion of Wider Economic Benefits (WEBs).
- 2.10 The annualised patronage of the full A45 service is 4.6m, and over a 60-year appraisal period the PVB is £103.2m following the subtraction of highway disbenefits. The BCR of the scheme is now 2.79 with the inclusion of WEBs.
- 2.11 It was noted by the WMCA Board in February 2020 that the whole scheme benefits, in particular the WEBs, can only be achieved if both phases of Sprint are delivered.
- 2.12 The full benefits in the business case and on-going affordability of WMCA revenue liabilities arising from the scheme are predicated on all areas pursuing the principles recently agreed in the Local Transport Plan core strategy. The Local Transport Plan core strategy includes introducing demand management measures and the progressive implementation of measures which not only make public transport and cycle use more attractive, but which also make car use relatively less attractive where good alternatives such as Sprint exist.
- 2.13 The planning of Phase 2 delivery has incorporated lessons from Phase 1 delivery and benefits from the retention of the majority of the Sprint Delivery Team.
- 2.14 As noted in the previous WMCA Board Approval, the Sprint service will be operated by zero emission vehicles and the operator(s) will purchase the vehicles. The operator(s) will introduce the articulated tram-like zero emission vehicles from 2024, following completion of Phase 2 delivery. Further detail is included within the Zero Emission Bus Regional Area funding bid.
- 2.15 In addition, as part of the Enhanced Partnership Scheme that has been made for the A34/A45 corridor, new buses registered from May 2025 must be non-diesel. From May 2030, all buses on the corridor must be non-diesel. This applies to circa 200 buses, and ensures all buses on the corridor are “cleaner” as part of the Sprint investment.

3. Financial Implications

- 3.1 In February 2020, the WMCA Board approved the Full Business Cases for Phase One and Phase 2 for the Sprint A34 Walsall to Birmingham and Sprint A45 Birmingham to Airport & Solihull.

- 3.2 As per section 2.5 above, the February 2020 WMCA Board also approved in principle the business cases for Phase Two, estimated at £50.3m, subject to funding being identified.
- 3.3 The costs to deliver the Sprint Phase 2 routes have been revised following input from the principal designer, commercial consultants and benefit from the Sprint early contractor involvement process designed to build expertise and accuracy into the costing process.
- 3.4 The revised cost estimate for Sprint Phase 2 has increased from £50.3m (as at February 2020) to £56m. The increase is due to a number of factors including increased inflation within the construction sector as a result of market forces, further shelter installation requirements and inclusion of additional cycling and walking measures.
- 3.5 The increase in cost from the February 2020 FBC is shown in the table below:

Phase 2 Scheme Cost (£)	A34	A45	Total
February 2020	26.8m	23.5m	50.3m
February 2022	30.6m	25.4m	56m
Variance	+3.8m	+1.9m	+5.7m

- 3.6 It is recommended that no major works contracts are entered into until the full funding package is secured to the satisfaction of the WMCA S151 Officer and WMCA Monitoring Officer.
- 3.7 In addition, prior to letting of contracts to complete Sprint Phase 2, WMCA will need to ensure that any future revenue costs falling to the Authority can be accommodated. It is expected that the revenue costs, such as shelter maintenance and provision of passenger information, will be accommodated within the existing Transport Levy budget and will need to be captured as part of the annual business planning process.
- 3.8 The City Regional Sustainable Transport Settlement Programme (CRSTS) high level business case was approved by WMCA Board in January 2022 prior to submission to DfT for their review and evaluation. This scheme was contained within that provisional list at £56m.
- 3.9 WMCA and TfWM are now in dialogue with DfT and Her Majesty's Treasury with a view to confirming a final programme. At the time of finalising this report for submission to the WMCA Board, the Government has not yet confirmed any details or response regarding the submitted CRSTS programme. The WMCA Board has been recommended to approve the WMCA Section 151 Officer accepting the CRSTS settlement, subject to DfT agreeing the CRSTS funding and business case in line with expectations, and the terms and conditions of the grant being acceptable to the WMCA Section 151 Officer. Subject to the overall programme being approved and the progression of this case through the Assurance Framework, the funding will be available to draw down.

4. Legal Implications

- 4.1 There are no direct legal implications arising in regards to the endorsement for approval set out in (1) (see above) of this report, nor indeed in regards to the contents of this report. Legal support is being provided by the WMCA in regard to the deliverables arising in regard to the FBC.

5. Equalities Implications

- 5.1 The Equalities Implications have not changed since the original Full Business Case was approved by WMCA Board.
- 5.2 No equality implications arising from this report. An Equality Impact Assessment was undertaken in early 2019 that concluded the scheme is likely to have a mainly positive impact. It will increase travel options for residents in the affected wards and improve transport connectivity, journey time and journey reliability.
- 5.3 Public Consultation took place between 22 August and 5 October 2018. This was advertised via social media channels, letters drops on the route, local authority websites, bus stop posters, and in local media articles. Additional engagement activities took place in areas where concerns were raised and has continued throughout delivery.
- 5.4 Engagement will continue throughout the delivery of Phase 2 of the project to ensure there is awareness of the impact of the scheme.

6. Delegations to Officers

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

- Approve contracting strategies in relation to Sprint Phase 2 deliverables;
- Accept target cost Project Proposals for the projects should they fall within the approved Phase 2 allocation, and subject to a satisfactory report by the Quantity Surveyor;
- Manage the scope of Phase 2 deliverables in order to maintain the overall budget and programme vision (any significant scope changes will require WMCA Board approval in accordance with the WMCA Single Assurance Framework);
- Manage the Phase 2 allocations for the A34 and A45 Sprint schemes at a programme level to allow for flexibility in the contracting and delivery approach.
- Subject to costs being contained within the approved funding envelope, and all third party funding being confirmed, enter into contract for the services of consultants, contractors, legal and financial advisors and others as necessary to undertake delivery work on A34 and A45 Sprint schemes;
- Enter into Section 8 and Section 278 agreements with Local Highway Authorities, and other legal agreements, in respect of the Sprint deliverables;
- The purchase of any land required to undertake delivery work on A34 and A45 Sprint schemes, and transfer ownership to Local Highway Authority as necessary;
- To proceed to deliver Phase 2 of the A34 and A45 Sprint routes by the end of 2024 in line with the approvals granted in respect of this paper.

7. Inclusive Growth Implications

- 7.1 The Inclusive Growth implications have not changed since the original Full Business Case was approved by WMCA Board.
- Economic Growth - businesses will be more confident to invest, remain, locate or start up in vicinity of the Sprint route.

- Business Competitiveness - businesses will have improved access to labour to enable growth, particularly in central Birmingham. The improved connectivity will provide enhanced access to labour benefitting business.
- Increased employment rate in target growth sectors – the route serves areas where there are unemployed residents. The scheme will improve access to training and employment, particularly town and city centres where growth is targeted.
- Social Impact - the new infrastructure will improve bus connectivity and will encourage travel by bus to training and employment opportunities.
- Health & Wellbeing – removal of car traffic from the congested highway network through mode shift will improve air quality and reduce barriers to travel.
- Environmental Impact - supporting and promoting greener travel solutions is a key part of the Sprint programme.

8. Geographical Area of Report's Implications

- 8.1 The Geographical Area has not changed since the original Full Business Case was approved by WMCA Board.
- 8.2 This report considers the A34 Walsall to Birmingham Sprint and A45 Birmingham to Airport and Solihull Sprint schemes which are located within the Metropolitan Area, but will also improve connectivity across the wider WMCA through improved links.

9. Other Implications

- 9.1 No other implications are noted.

10. Schedule of Background Papers

- 10.1 16 March 2016, Sprint Standards Document, Integrated Transport Authority
- 10.2 17 February 2017, HS2 Connectivity Package Report, WMCA Board
- 10.3 7 September 2017, Strategic Outline Case, SEP Board
- 10.4 18 February 2019, Outline Business Case, WMCA Investment Board
- 10.5 14 February 2020, Full Business Case, WMCA Board

11. Appendices

Appendices: Sprint – confidential information

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WMCA Board

Date	18 March 2022
Report title	Metro - Depot Expansion Business Case for City Region Sustainable Transport Settlement
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Anne Shaw, Executive Director, Transport for West Midlands email: anne.shaw@tfwm.org.uk
Accountable Employee	Michael Anderson, Metro Projects Director, Transport for West Midlands email: michael.anderson@tfwm.org.uk
Report has been considered by	Investment Panel. (Investment Board, 21 March 2022 - post WMCA Board).

Recommendation(s) for action or decision:

WMCA Board is recommended to:

- (1) Note the requirement for the Depot investment to enable the expansion of the West Midlands Metro network and approve the Full Business Case for the project.
- (2) Approve a total budget of £43.35m (including a CRSTS contribution of £37.35m) to deliver the Depot expansion, subject to:
 - WMCA securing Government approval towards the regional CRSTS funding settlement together with appropriate terms and conditions; subject to a separate report at this meeting.
 - Endorsement of the Final Business Case by WMCA Investment Board
- (3) To note the intention to instruct Midland Metro Alliance to deliver this scheme, being the preferred delivery partner.

- (4) To note that the Full Business Case for the project will be considered by Investment Board on 21 March 2022 which is required to fully address the assurance obligations of the investment, noting that any material matters arising from that review will be referred back to WMCA Board in June 2022.
- (5) Authorise the WMCA Monitoring Officer and WMCA Director of Finance so that they can jointly agree for WMCA to enter in to any such contracts which may be reasonably required to allow for the project to be delivered.

1. Purpose

The purpose of this report is to present the Full Business Case for the West Midlands Metro depot expansion scheme. This scheme is one of the named schemes in the WMCA City Region Sustainable Transport Settlement (CRSTS) application, also subject to approval at this meeting and subsequent Department for Transport for approval. This business case is being considered by the Board concurrently due to the timescales required for delivery of the project to support opening of current extensions of the West Midlands Metro under construction.

2 Background

- 2.1. West Midlands Metro is delivering four extensions to the existing line: Westside, Wolverhampton City Centre, Wednesbury to Brierley Hill, and Eastside. For the extensions we are doubling the fleet of Urbos trams from 21 to 42, with an option for four additional trams.
- 2.2. Initial work undertaken to look at options for new or enhanced depot facilities has concluded that the current Wednesbury Depot is the preferred option, and this was agreed at Metro Programme Board. This is required to cater for the additional requirements for stabling and maintenance of a double-sized fleet and to provide sufficient accommodation for additional staff (drivers, revenue protection, engineers, management, etc.)
- 2.3. Although a submission was made for LUF funding, this was not successful, and the scheme therefore featured in the Programme Level Business Case for CRSTS approved by WMCA Board in January 2022.

Scheme development

3.0

- 3.1 The depot expansion is one of three Metro projects included in the WMCA CRSTS submission. The traction power case is subject to a separate Full Business Case paper for approval at this meeting. .

- 3.2 In March 2019 WMCA approved £18m of network enhancements funded from prudential borrowing which included £6m for a tram stabling expansion project. This was based on an early assessment and prior to finalising the overall project scope. The secured budget to date has been utilised to develop the scheme through to RIBA 4 Design plus some early delivery work which allowed for reception of the first 8 trams.

- 3.3 Other options for storing the trams have been fully explored but do not provide a viable option for the full fleet. While there is a short-term opportunity of using sites such as Dudley VLR for storing a small number of trams, this would not remove the need to start the full depot upgrade immediately to be ready for the delivery of 15 trams through 2023, so it is now urgent to start delivery of this expansion.

- 3.4 Following the preliminary design works, the cost estimate required for the upgrade of the Metro Line 1 depot is now projected to be £43.4m. This follows several rounds of scope and cost reduction.

4 Depot Selection & Scope

- 4.1 Eagle Lane was originally identified as the preferred option for the new depot site, however concept design work identified in 2019 that the initial budget would only cover demolition of the existing structures and land remediation. Further work concluded that Eagle Lane was not a viable option. All other non-Wednesbury locations previously rejected were also re-visited but also assessed as unviable.
- 4.2 Following this, external consultants were engaged to assess the option to expand the existing Wednesbury option. This was deemed as being viable but significantly increased the funding requirement. These additional costs relate to the need to reconfigure the existing stabling tracks to allow the addition of new stabling, building adjustments and construction work in an operating depot.
- 4.3 Due to the lead times associated with securing this additional funding, swift delivery of this project is now critical for the arrival of the new trams. WMCA have contracted the design from external consultants for the full scope, and this work is almost complete to RIBA Stage 4 (Detailed Design). The cost assessment has been informed by ECI (Early Contractor Involvement) work during the detailed design phase, including providing a construction approach and commenting on the constructability of the design.
- 4.4 The over-arching scope for the depot enhancements is as follows:
- Expand the stabling within the depot to enable it to accommodate 46 trams.
 - Improve the maintenance facilities so that the depot can service 46 trams, with future proofing to maintain up to 69 trams should it remain the only maintenance facility on the network if future extensions are undertaken (e.g. East Birmingham to Solihull Metro Extension).
 - Deliver adequate staff accommodation within the main building onsite, which is the Operations Maintenance Centre (OMC) including office space, locker rooms, welfare facilities and training rooms and provision of basic fixtures and fittings for these areas (e.g., desks and chairs).
 - Provide car parking to accommodate expected future staff numbers.

5 Financial Implications

- 5.1 In March 2019, the WMCA Board approved £18m for wider network enhancements from which £6m was included for Depot and Stabling works to accommodate the increase in the fleet of trams to support the wider tram network extension.
- 5.2 The current cost estimate for the Depot is based on RIBA 3 stage which is prior to completion of detail design. The results of this are summarised in the table below:

Cost Type (£000's)	2020/21	2021/22	2022/23	2023/24	Total
Design Costs	2,056	1,296	428	465	4,245
Construction Costs	-	723	13,617	21,439	35,779
Sundry Costs	800	549	1,306	674	3,329
Total Costs	2,856	2,568	15,351	22,578	43,353

5.3 Whilst the construction costs have been calculated at RIBA 3 (i.e. prior to detailed design (RIBA 4)) a 20% contingency has been included within the construction and sundry costs (excluding sunk costs) in the table above. The cost estimate is based on 2020/21 rates with application of BCIS All-in tenders index (Dec 21). Funding for the Depot works have been summarised in the below table:

Funding (£000's)	2020/21	2021/22	2022/23	2023/24	Total
Prudential Borrowing (Approved March 19)	2,856	2,568	576	-	6,000
CRTS Funding Requirement	-	-	14,775	22,578	37,353
Total funding	2,856	2,568	15,351	22,578	43,353

5.4 Whilst the above outlines the funding requirements against the phasing of the costs for the Depot works, commitment of funding will be required early 2022/23 at contract award stage.

5.5 The operating costs of the project will be met by Midland Metro Limited and incorporated into the operations and maintenance contract arrangements which exist between WMCA and Midland Metro Limited.

6. Legal Implications

6.1 There are no legal implications arising in regard to the endorsement for approval set out in (1) (see above) of this report as the works are being carried out by the MMA, under the Programme Alliance Agreement and the Head of Procurement has advised on the procurement for the scheme. If there are any contracts required legal advice should be sought. Legal support is being provided by the WMCA in regard to the deliverables arising in regard to the FBC.

6.2 There are small packages of land to be procured between the existing depot and the Delta junction for WBHE route. Agreements with landowners are being pursued to meet the requirements of the expansion.

6.3 Planning permission has already been granted by Sandwell Council for the proposed expansion.

7. Equalities Implications

7.1 No equality implications arising from this report. The scheme is likely to have a mainly positive impact through the impact of the extensions providing better connectivity, journey frequency and reliability.

8. Inclusive Growth Implications

8.1 The Inclusive Growth implications have not changed since the original Full Business Case was approved by WMCA Board.

9. Geographical Area of Report's Implications

9.1 This work is all within the Wednesbury Depot location. The impact of what is delivered will be for the full Metro network and neighbouring districts as each extension opens.

10. Schedule of Background Papers

10.1 West Midlands Metro – Wednesbury Depot Expansion – Full Business Case -private



WMCA Board

Date	18 March 2022
Report title	Metro - Power Supply Business Case for City Region Sustainable Transport Settlement
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Anne Shaw, Executive Director, Transport for West Midlands email: anne.shaw@tfwm.org.uk
Accountable Employee	Michael Anderson, Metro Projects Director, Transport for West Midlands email: michael.anderson@tfwm.org.uk
Report has been considered by	Investment Panel. (Investment Board, 21 March 2022 - post WMCA Board)

Recommendation(s) for action or decision:

WMCA Board is recommended to:

- (1) Note the requirement for the Line 1 Power Supply investment to enable the expansion of the West Midlands Metro network and approve the Full Business Case for the project.
- (2) Approve a total budget of £17.3m (including a CRSTS contribution of £12.6m) to deliver the Depot expansion, subject to:
 - WMCA securing Government approval towards the regional CRSTS funding settlement together with appropriate terms and conditions; subject to a separate report at this meeting.
 - Confirmation thereafter that the project remains within the £17.3m budget for the scheme, when proposals are finalised.
 - Endorsement of the Final Business Case by WMCA Investment Board
- (3) To note the intention to instruct Midland Metro Alliance to deliver this scheme, being the preferred delivery partner.

- (4) To note that the Full Business Case for the project will be considered by Investment Board on 21 March 2022 which is required to fully address the assurance obligations of the investment, noting that any material matters arising from that review will be referred back to WMCA Board in June 2022.
- (5) Authorise the WMCA Monitoring Officer and WMCA Director of Finance so that they can jointly agree for WMCA to enter in to any such contracts which may be reasonably required to allow for the project to be delivered.

1. Purpose

- 1.1 The purpose of this report is to present the Full Business Case for the West Midlands Metro Line 1 Power Supply upgrade scheme. This scheme is one of the named schemes in the WMCA City Region Sustainable Transport Settlement (CRSTS) application, also subject to approval at this meeting and subsequent Department for Transport for approval. This business case is being considered by the Board concurrently due to the timescales required for delivery of the project to support opening of current extensions of the West Midlands Metro under construction.

2 Background

- 2.1. West Midlands Metro is delivering four extensions to the existing line: Westside, Wolverhampton City Centre, Wednesbury-Brierley Hill, and Eastside.
- 2.2. When Line 1 was constructed, 3 Substations were removed from the design for cost saving purposes, but this reduced resilience and provided an unbalanced power supply on the route.
- 2.3. The equipment on Line 1 is over 22 years, consequently, significant elements are obsolete and access to spares is already an issue.
- 2.4. The existing sub stations are overdue for upgrade of operationally critical elements.
- 2.5. When the extensions open, the existing Line 1 will become the core of the new network and will therefore carry more frequent operation of trams and will be impacted by reliability of that core if the additional sub stations and upgrades are not available.
- 2.6. Although a submission was made for LUF funding, this was not successful, and the scheme therefore featured in the Programme Level Business Case for CRSTS approved by WMCA Board in January 2022.

3.0 Power Supply Upgrade

- 3.1 Although the initial findings from an external consultancy recommended the replacement of all electrical plant and equipment together with a significant increase of capacity at all substations on the route. Following a series of reviews, the scope has been rationalised to re-instating the 3 missing substations on Line 1 and upgrading the existing substations with modern control systems and replaced components.
- 3.2 The £4M budget previously agreed at WMCA Board in 2019 against borrowing on future revenues has been used to carry out modelling of Traction Power supplies as the network extensions are completed, substation failures and redundancy needs, and to deliver one new substation (sub 4) and upgrade Sub 2 in Wolverhampton, which were the most urgent of the requirements.

- 3.3 MMA have been contracted to project manage the delivery of the new substation 4 and the upgrade to substation 2 with Matrix Power as subcontractor delivering the design and components for those upgrades. Substation 2 is now in testing and delivery schedules for substation 4 are being finalised.
- 3.4 A bid was made in 2021 for LUF funding including both Power Supply upgrades and Depot Upgrades, but that was unsuccessful. It is imperative that we continue the remaining power supply upgrades in time for the opening of the extensions to the current operation to ensure a reliable system on which the tram service can operate. Hence the addition of this package to the WMCA CRSTS programme.
- 3.5 The power supply upgrade is closely linked to the depot upgrade, as both are required to achieve the full benefits of the extensions as proposed in their respective business cases.

4 Scope

- 4.1 To achieve that we are proposing to commission MMA to deliver:
- the 2 additional new substations on Line 1 (sub 6A and Sub 7A) and
 - the upgrade of the existing ones (Subs 3, 5, 6, 8 & 9)
- 4.2 Delivery will be over 2022/23 and 2023/24.
- 4.3 This is likely to be quickest route to market and an extension of their current delivery. However, we are carrying out a review to check if other procurement routes could offer an alternative delivery option.

5 Financial Implications

- 5.1 In March 2019, the WMCA Board approved £18m for wider network enhancements from which £4m was included for metro Power Supply Upgrade works to accommodate the increase in the fleet of trams to support the wider tram network extension.
- 5.2 The current cost estimate for the Power Supply Upgrade is based a TC2 for substations 2 and 4 and TC1 estimate for phase 2 works which has been provided by the Midland Metro Alliance. The results of this are summarised in the table below:

Cost Type (£000's)	2020/21	2021/22	2022/23	2023/24	Total
Construction Cost	652	2,252	4,587	8,039	15,530
Contingency	0	9	586	1160	1,755
Total Cost	652	2,261	5,173	9,199	17,285

- 5.3 The estimate provided includes a 13% risk allowance (excluding sunk costs) as part of the total cost of £17.3m. The cost estimate is based on 2020/21 rates with application of BCIS All-in tenders index (Dec 21). Funding for the Power Supply Upgrade works have been summarised in the below table:

Funding(£000's)	2020/2	2021/2	2022/2	2023/2	Total
	1	2	3	4	
Prudential Borrowing (Approved March19)	652	2,262	543	543	4,000
WCCE Secured Grants			714		714
CRSTS Funding Requirement			3,914	8,657	12,571
Total Funding	652	2,262	5,171	9,200	17,285

5.4 Whilst the above outlines the funding requirements against the phasing of the costs for the Power Supply Upgrade works, commitment of funding will be required early 2022/23 at contract award stage.

5.5 As detailed within this report, the availability of the budget for the full scheme will be subject to a review the scheme remains affordable within the requested funding allocation.

5.6 The operating costs of the project will be met by Midland Metro Limited and incorporated into the operations and maintenance contract arrangements which exist between WMCA and Midland Metro Limited.

6. Equalities Implications

6.1 No equality implications arising from this report. The scheme is likely to have a mainly positive impact through the impact of the extensions providing better connectivity, journey frequency and reliability.

7 Legal implications

7.1 There are no legal implications arising in regard to the endorsement for approval set out in (1) (see above) of this report as the works are being carried out by the MMA, under the Programme Alliance Agreement and the Head of Procurement has advised on the procurement for the scheme. If there are any contracts required legal advice should be sought. Legal support is being provided by the WMCA in regard to the deliverables arising in regard to the FBC.

7.2 There are small packages of land to be procured for the two new sub stations. Agreements with landowners will be pursued to meet the requirements of the delivery schedule.

7.3 Planning permission will need to be sought once final locations are agreed.

8. Inclusive Growth Implications

- 8.1 Considering the eight fundamentals of inclusive growth across the Inclusive Growth Framework, the implications of the investments into the expansion of the Wednesbury depot and the upgrading of the power supply will be positive on Climate Resilience, Connected Communities, and Inclusive Economy.

9. Geographical Area of Report's Implications

- 9.1 This work is along the route of the existing Line 1. The approximate location of the new substations has been defined.

10. Schedule of Background Papers

- 10.1 Line 1 Power Supply Upgrade – Full Business Case - private



WMCA Board

Date	18 March 2022
Report title	A Review of the WMCA's Housing & Land Policy: Helping to Deliver Affordable and Social Housing
Members Undertaking the Review	Councillor Lisa Trickett (Chair), Councillor Naeem Akhtar, Councillor Simon Peale and Councillor Vera Waters
Accountable Employee	Satish Mistry, Interim Director of Law & Governance email satish.mistry@wmca.org.uk

Recommendation(s) for decision:

WMCA Board is recommended to:

- (1) Support the conclusions and recommendations of the Overview & Scrutiny Committee as set out within the report.

Purpose

1. To consider the findings of a scrutiny review undertaken to examine the role and remit of the WMCA to deliver affordable and social housing within the West Midlands through the use of devolved Housing and Land funds and to consider how this supported and added value to the responsibilities of the constituent authorities in respect of affordable and social housing provision.

Background

2. At its meeting on 21 July 2021, the Overview & Scrutiny Committee identified the provision of affordable and social housing within the region as a key area of focus for 2021/22, and agreed to undertake a review to examine the role and remit of the WMCA to deliver affordable and social housing within the West Midlands through the use of the Brownfield Land & Property Investment Fund.

3. The committee agreed the key objectives for the review, being to:
 - (a) Understand how the region's affordable and social housing needs is determined and what account is taken for sub-regional socio-economic differences in the calculation of regional need?
 - (b) Understand what the role of the WMCA is in the supply of affordable and social housing in the West Midlands? How does the Brownfield Land Remediation Fund help support this role, and how clearly is this role understood across the region and amongst partners?
 - (c) Understand how does this role support and contribute to the constituent authority's responsibility for the delivery of affordable and social housing within their district?
 - (d) Understand the number of sites funded through the Brownfield Land Remediation Fund to date, the number of housing units delivered on these sites, and the percentage of these units that have been designated as affordable and social.
 - (e) Determine whether the Brownfield Land Remediation Fund adequately use its commissioning and contracting influence to maximise the delivery of affordable and social housing units within the individual schemes it funds?
 - (f) Understand the impacts and implications on the Brownfield Land Remediation Fund of the differential cost of Land Remediation across the region?
4. The review group was chaired by Councillor Lisa Trickett, Vice-Chair of the Overview & Scrutiny Committee and also comprised Councillor Naeem Akhtar, Councillor Simon Peale and Councillor Vera Waters. The review was undertaken during January and March and was supported by Rob Lamond (Strategic Planning Manager) and Lyndsey Roberts (Scrutiny Officer).

Evidence Gathering

5. The review group sought a range of written and verbal evidence to help inform its conclusions and recommendations. The Housing and Regeneration Team provided a briefing note that provided a response to each of the objectives identified by the review group. In addition, the panel requested further information regarding the WMCA's Affordable Housing Programme and the proposed joint venture with housing associations in the region. The purpose of the briefing note was to inform understanding on what was within the WMCA's control, what it could influence and advocate to government.
6. In addition to the written evidence submitted, the review group conducted face-to-face interviews with a range of key witnesses to gain their understanding on the current situation, relationships, challenges and any failures in the system. The review group were also keen to hear the experiences of people that have experienced and lived in temporary accommodation and the impact that this has had on them and their families.
7. To help build a better appreciation of the strengths and challenges of the current arrangements and to highlight areas of potential improvements, the review group interviewed the following key witnesses:

- Gareth Bradford, Director of Housing and Regeneration
- Ian McLeod, Director of Planning, Birmingham City Council
- Jo Nugent, Head of West Midlands- Markets, Partners and Places, Homes England
- Tom Hawley, Head of Affordable Housing Growth (Midlands), Homes England
- Musurut Dar, Senior Community Organiser, Shelter
- Members of Shelter
- Kevin Rodgers, Chair of the West Midlands Housing Association Partnership
- Steve Eaves, Director of Regeneration, Platform Housing Association
- David Soothill, Development Director, Sanctuary Housing Association

Emerging Themes and Considerations

8. During the consideration of the written and oral evidence gathered during the course of the review, a number of themes emerged for consideration:
- *The recent publication of the Government’s “Levelling Up White Paper”, the Levelling Up agenda and the opportunities it brings for tackling long-standing housing challenges in the region and the crucial role of housing and regeneration (funding, powers, activities) in delivering many of the missions and aims of the Levelling Up agenda.*
 - *The Local Planning system and application of local needs assessments when setting local targets for affordability to meet identified local needs and whether this sufficiently captures those genuinely in need.*
 - *Viability Assessments within the Planning system, the use of “viability” arguments to reduce housing supply on land, and the impact of planning and land negotiations on levels and types of affordable housing delivered on schemes.*
 - *Housing Mix and the range of housing products described as “affordable” within the national definition in relation to the specific needs of the region and local areas.*
 - *The impact of HM Government policy to restrict funding for new social rent properties to “areas of high affordability pressure” – in the WMCA region this includes only Birmingham, Coventry, Solihull, Stratford on Avon, and Tamworth local authorities.*
 - *The availability of Land for housing development within the region, the time and costs associated with brownfield development in comparison to greenfield schemes, and the increase in land values in the West Midlands in recent years.*
 - *Land owned by Public bodies and the potential to maximise these assets for delivery of wider outcomes for the region – including delivery of more social and affordable homes and addressing long term issues e.g. temporary accommodation – alongside securing capital receipts.*
 - *The role of local authorities, the WMCA, Homes England and housing associations in securing additional affordable homes in the West Midlands through combined resources, expertise and shared objectives and approaches.*
 - *Land Assembly and the public sector’s ability to resolve fragmented land ownerships to deliver comprehensive regeneration opportunities.*

- *Local capacity and capabilities and the potential to share expertise across local authorities, the WMCA and other public bodies (e.g. Homes England) to support housing and regeneration, especially in complex and resource intensive schemes require eg legal interventions such as Compulsory Purchase Orders.*
- *The Land market in the region and the impact of high prices on supply and demand, with resulting “Land Flipping” and reduced opportunities for affordable housing delivery.*

Recommendations

9. After considering the written and oral evidence it received, the review panel concluded that a number of recommendations should be considered by the WMCA Board that would help to truly address the housing need within the region and help to deliver more social housing within the West Midlands:
 - **Recommendation 1:**
That the WMCA Board writes to the Secretary of State for DLUHC, setting out the region’s ambitions to deliver a step change in the delivery of social and affordable homes in the region and its intent to pursue this and the associated powers/funding needed to achieve that as part of the Levelling Up agenda and “trailblazing Devolution Deal” negotiations
 - **Recommendation 2**
That WMCA should retain a “minimum” affordable housing target but that the affordable housing requirements for schemes funded by WMCA (currently set as a ***minimum of 20% affordable***), should seek to be aligned with the targets set by Local Planning Authorities in the relevant Local Plan including the alignment of type and tenure
 - **Recommendation 3**
That the WMCA and local authorities continue to work together through the Housing and Land Board, WMCA Public Land Taskforce and directly with the Cabinet Office to address issues around “best value” in disposal of public land and to identify actions and interventions that will maximise the wider social, economic and environmental benefits secured through the development and disposals of public land in the region
 - **Recommendation 4**
That the WMCA, housing associations, Homes England and local authorities continue to work together to address the contradictions and challenges of the current system for delivery of affordable and social housing – recognising that the challenge cannot be addressed in isolation and it is a multi-faceted systemic issue where all agencies need to work together with a clear strategy for change.
 - **Recommendation 5**
That the WMCA, local authorities and other regional stakeholders campaign for an end to the restriction sighted in the interviews of social housing grant being awarded to “areas of high affordability pressure”, noting that more investment in social housing across the region will address multiple needs and provide more secure, healthy and efficient homes for our communities
 - **Recommendation 6**
That through the Trailblazer Devolution Deal, the WMCA, local authorities and other regional stakeholders’ campaign for an end to or amendment of the “viability” clause in national planning policy which is impacting directly on land prices and affordable housing supply in the region.

- **Recommendation 7**
That the WMCA appropriately brings together local capacity, capabilities and expertise across local authorities, the WMCA and other public bodies (e.g. Homes England) to support housing and regeneration, especially in matters around land assembly and interventions such as Compulsory Purchase Orders
- **Recommendation 8**
That through the Trailblazer Devolution Deal, the WMCA, local authorities and other regional stakeholders' campaign for a review of the Local Housing Allowance system and the necessary local discretion in order to address issues affecting excluded residents and the subsequent impact on homelessness, temporary accommodation and the private rented sector.

Financial Implications

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

Legal Implications

11. There are no immediate direct legal implications arising out of the recommendations contained within the report.

Equalities Implications

12. There are no immediate direct equalities implications arising out of the recommendations contained within the report.

Inclusive Growth Implications

13. There are no immediate direct inclusive growth implications arising out of the recommendations contained within the report.

Geographical Area of Report's Implications

14. There are no immediate geographical implications arising out of the recommendations contained within the report.

Other Implications

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

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**West Midlands
Combined Authority**

Economic Growth Board

Wednesday 2 February 2022 at 12.00 pm

Minutes

Present

Councillor Ian Brookfield (Chair)
Councillor Adrian Andrew
Councillor Kerrie Carmichael
Councillor Karen Grinsell
Councillor Ian Kettle
Andy Street
Councillor Ian Ward
Councillor Matthew Dormer
Councillor Bob Sleight OBE
Lee Barron
Stuart Croft
Tom Westley

Sarah Windrum

Corin Crane
Matthew Hammond
Mike Wright

Portfolio Lead for Economy & Innovation
Walsall Metropolitan Borough Council
Sandwell Metropolitan Borough Council
Solihull Metropolitan Borough Council
Dudley Metropolitan Borough Council
Mayor of the West Midlands
Birmingham City Council
Non-Constituent Authorities
Portfolio Lead for Finance & Investments
Midlands Trades Union Congress
Higher Education Sector
Black Country Local Enterprise
Partnership
Coventry & Warwickshire Local
Enterprise Partnership
Black Country Chambers of Commerce
West Midlands Growth Company
West Midlands Innovation Board

Item Title No.

1. Welcome

The Chair welcomed everyone to the inaugural meeting of the Economic Growth Board and reported that it would build on the strengths of the former Strategic Economic Development Board and would be the WMCA's lead in driving the economic recovery in the West Midlands which was critical for its communities.

He added that the board would also seek to capitalise on new opportunities through the West Midlands Plan for Growth and referred to the Levelling Up White Paper that would provide a new and joined-up approach to deliver the ambitions of the region.

The Chair invited the Mayor and other members of the board to share their initial reflections on early briefings on the Levelling-Up White Paper, ahead of

the full document being presented to Parliament later that day. Further details would be shared with the board subsequently.

2. Apologies for absence

Apologies for absence were received from Councillor Duggins and Councillor Courts. Councillor Courts had nominated Councillor Grinsell to attend as his substitute.

3. Nomination of Vice-Chair

In accordance with the terms of reference for this board, the three Local Enterprise Partnership (LEP) Chairs put forward their nomination for Tom Westley (Black Country LEP Chair) to be appointed to the position of Vice-Chair.

The appointment was endorsed by the board.

Resolved: That Tom Westley be appointed to the position of Vice-Chair.

4. Economic Growth Board - Governance Arrangements

The board considered a report of the Director of Productivity and Skills that sought adoption of its terms of reference (agreed by the WMCA Board on 19 November 2021) and confirmation of its membership.

The Chair reported that the membership of the board would be kept under review and might need to be expanded to take account of expanding roles identified by the Levelling-Up White Paper and potential devolution processes.

Resolved:

1. That the terms of reference, voting rights and membership as attached to the report be adopted;

2. That it be noted the board has the power to vary (or add) to its membership as needed:

3. That the Innovation Board, Create Central, Cultural Leadership Board and Energy Capital Board are to report to the Economic Growth Board be agreed and

4. That the Economic Growth Board has a role in working with West Midlands Growth Company (WMGC) Board be agreed.

5. Work Programme

The board considered a report of the Director of Productivity and Skills that sought approval for the work programme of the board and arrangements for the Officer Group to manage, refine and deliver the work programme.

The Head of Economy and Local Industrial Strategy, Jonathan Skinner reported that the indicative work programme attached to the report would be

further refined following publication of the Levelling-Up White Paper and confirmation about budgets and decision-making processes. It was noted that the refinement work would be supported by a senior officer group representing partner local authorities who would be responsible for managing, developing and delivering the work programme for the board and ensuring strong cross regional working.

Further to an enquiry from Councillor Grinsell regarding the lack of reference to the Birmingham Commonwealth Games and jobs associated with the games in the work programme, the Director of Productivity and Skills, Julie Nugent, reported that Commonwealth Games was included in the Jobs Plan but could expand the work programme accordingly.

Resolved:

1. That the suggested work programme attached to the report as appendix 1 be agreed and
2. That the work programme be refined after the release of the Levelling-Up White Paper to take account of any decision-making roles for the Economic Growth Board and this be informed by a new senior officer group strengthening the input of local authorities be noted.

6. Economic conditions and forecasts

The board considered a report of the Director of Productivity and Skills that provided an overview of the economic conditions and economic forecasts for the West Midlands including the latest quantitative economic intelligence and feedback and insight from businesses and business groups to inform decision-making.

Rebecca Riley, Head of Research and Office for Data Analytics, outlined headlines from the economic forecasting model of the region to 2040. The report also shared the West Midlands' Economic Dashboard and recent Monitor summaries of current economic conditions.

Matthew Hammond (WMGC) sought a joined-up approach across the various boards that are focusing on economic issues and felt this board should consider the economic challenges/opportunities identified in the EY report.

Councillor Ward enquired as to how intelligence from the new Regional Business Council would be shared more widely with others, in particular with this board, noting there was a need to avoid a duplication of efforts.

The Chair reported that he was happy for everything to be shared with this board. The Mayor reported that the Regional Business Council undertook an advisory role and this board needs to be de-briefed accordingly noting that the WMGC would take the lead for large businesses and LEPs for smaller businesses.

Matthew Hammond asked to formalise the communication channels across different boards/bodies and that WMGC needs to provide updates to this

group.

Resolved:

1. That the current economic conditions, including insight from the region's businesses and long-term economic forecasts be noted and
2. That regular insight from Economic Impact Group and Regional Business Council be reported to the Economic Growth Board to inform its decision-making be noted.

7. West Midlands Plan for Growth

The board considered a report of the Director of Productivity and Skills that sought endorsement for the West Midlands Plan for Growth, setting out how the region could catalyse additional growth above forecasts to boost the economy in output and jobs.

The Chair introduced the report and advised that it was important for the West Midlands to deliver as many opportunities for the region as possible and as quickly as possible to create an inclusive economy with good living standards.

The board received a short presentation from Peter Arnold and Sarah Phillips (EY) that outlined the key findings and recommendations from the West Midlands Plan for Growth. This included a twin-track, cluster based approach, capitalising on existing clusters of scale and strength and a focus on supporting nascent clusters and emerging technologies for activating job creation and accelerating growth by 2030.

The Mayor commented that this was a critical piece of work and consideration needs to be given to the interventions that are needed to make this work and how partners collectively deliver them.

Corin Crane (Black Country Chamber of Commerce) reported on the need to ensure opportunities are provided for local people to create wealth and procurement contracts are awarded locally where possible.

Mike Wright (West Midlands Innovation Board) noted that innovation going forward needs to leverage all sectors in order to bring employment to the region.

In relation to a comment from the Tom Westley (Vice-Chair) regarding the omission of metal and materials industry from the report, the Director of Productivity and Skills, Julie Nugent explained that the clusters prioritisation is based on the capacity for additional growth above forecasted levels and offered to share the full presentation which provides more detail on the matter.

Lee Barron (TUC) reported that the TUC has commissioned a report into a better recovery for the West Midlands that sets out the measures that are

needed to rebuild the economy that he could share with the board *[the report was circulated to EGB following the meeting]*.

It was noted that following endorsement by this board, the report would be discussed with the Overview and Scrutiny Committee and the Young Combined Authority before recommendation to the WMCA Board.

Resolved:

1. That the approach in the West Midlands Plan for Growth to catalyse additional growth in those clusters where the West Midlands has comparative advantage, there is market confidence and a credible path for above forecast growth in good jobs be endorsed;

2. That the report only covers part of the region's economy, and there will be further work to do support wider foundational sectors like retail, administration and hospitality to enable a more prosperous and inclusive economy be noted;

3. That partners focus on delivering the six-cross cutting interventions identified in order to remove barriers and maximise new opportunities for economic growth be agreed;

4. That officers be tasked with bringing forward recommendations to this board that will prioritise interventions to deliver early wins from the opportunities set out in Plan for Growth be agreed and

5. That a task and finish group chaired by Councillor Brookfield to develop recommendations for aligning and streamlining economic development activity across organisations to support effective interventions, deliver better value for money and provide a clear regional response to the Levelling Up White Paper be agreed.

8. West Midlands Jobs Plan

The board considered a report of the Director of Productivity and Skills that set out progress against the West Midlands Jobs Plan and the work being undertaken to support the creation of jobs through leveraging public/private sector investment, connecting residents with good jobs and employers and supporting residents with in-work progression.

The Director of Productivity and Skills, Julie Nugent introduced the report and outlined the challenges facing the West Midlands and how the Jobs Plan seeks to meet its ambition of getting 100,000 people into good quality employment within two years.

Lee Barron (TUC) reported of the need to map out 'what good jobs look like' and to include minimum standards that could be used as a marker to build on.

The Chair concurred with Lee Barron and reported of the need to take this forward across the whole of the West Midlands.

Councillor Grinsell enquired whether the WMCA was looking at the barriers of getting into work noting issues such as childcare and poor literacy levels impacting on people's ability to find employment.

The Chair agreed that basic jobs skills was an issue and DWP could assist in this regard through their skills programme and reported of the need to open/breakdown barriers to employment opportunities.

Resolved:

1. That progress against the West Midlands Jobs Plan and the target of 100,000 people into employment by 2023 be noted and
2. That the potential for further localised training and employment interventions, enabling residents to access good jobs in growth areas be noted;
3. That further investment in skills provision that could equip residents to access available jobs as identified be noted.

9. Date of next meeting - 24 March at 10.00 AM

The meeting ended at 1.18 pm.



West Midlands Combined Authority

Transport Delivery Committee

Monday 7 February 2022 at 1.00 pm

Minutes

Present

Councillor Kath Hartley (Chair)	Birmingham City Council
Councillor Timothy Huxtable (Vice-Chair)	Birmingham City Council
Councillor Richard Worrall (Vice-Chair)	Walsall Metropolitan Borough Council
Councillor Pervez Akhtar	Coventry City Council
Councillor Samiya Akhter	Sandwell Metropolitan Borough Council
Councillor Adrian Andrew	Walsall Metropolitan Borough Council
Councillor Linda Bigham	Coventry City Council
Councillor Christopher Burden	City of Wolverhampton Council
Councillor Robert Grinsell	Solihull Metropolitan Borough Council
Councillor Celia Hibbert	City of Wolverhampton Council
Councillor Mohammed Idrees	Birmingham City Council
Councillor Ziaul Islam MBE	Birmingham City Council
Councillor Rizwan Jalil	Sandwell Metropolitan Borough Council
Councillor Morriam Jan	Birmingham City Council
Councillor Chaman Lal	Birmingham City Council
Councillor David Stanley	Dudley Metropolitan Borough Council
Councillor Alan Taylor	Dudley Metropolitan Borough Council

In Attendance

Pete Bond	Transport for West Midlands
Mark Corbin	Transport for West Midlands
Paul Franks	Transport for West Midlands
Chris Gibbens	National Express
Jon Hayes	Transport for West Midlands
Anne Shaw	Transport for West Midlands
Kate Taylor	West Midlands Combined Authority

Item Title No.

51. Apologies for absence

Apologies for absence were received from Councillor Robert Alden (Birmingham City Council) and Councillor Mark Parker (Solihull Metropolitan Borough Council).

52. Chair's Remarks (if any)

The chair welcome Chris Gibbens, Commercial Director from National Express to the meeting.

The committee voiced their concerns around the future of bus recovery funding from Government following the COVID-19 pandemic which was due to cease at the end of March 2022. They felt that the transport network continued to see lots of changes and felt that funding should continue beyond the end of March to support recovery, it was also recognised that future funding was required to support transport network during the Commonwealth Games. The chair also raised these concerns at the Strategic Transport Board. The Director of Integrated Transport Services informed the committee that the Mayor had been writing to both the Secretary of State for Transport and The Chancellor setting out similar concerns, it was also recognised that lots of discussions and negotiations continued at a local, regional and national level. Funding shortfall is recognised and by the Combined Authority and is identified as a major risk and was being taken into budget planning and other mitigation plans. The Director of Integrated Transport Services highlighted that discussions with National Express and other Bus Operators were being undertaken to identify what the situation would be in the event that no funding arrangements became available from Government. It was also recognised that a response was still awaiting from Government in relation to the Regions Bus Service Improvement Plan proposal.

53. Minutes - 10 January 2022

The minutes of the meeting held on the 10 January 2022 were agreed as a correct record subject to amendment to the attendance list and minute item 46.

Resolved:

The minutes dates the 10 January 2022 be approved subject to amendments to the attendance list as Councillor Alan Taylor was in attendance and changes to minute item 46 to reflect comments made by Councillor Ziaul Islam and not Councillor Mohammed Idrees.

54. Matters Arising

Following Councillor Christopher Burden's request for an update on Tram service the Executive Director of Transport for West Midlands informed the committee that although a briefing was shared with members that service would resume toward the library this was subject to sufficient trams being available to enable a consistent reliable service, but due to other technical issues and general maintenance this has not yet been possible. It was hoped that the service would resume imminently but again was subject to sufficient trams being available.

55. Forward Plan

The committee noted the items to be reported to future meetings. The Governance Services Officer informed the committee of a change to the forward plan whereby the Local Transport Plan Consultation would be presented at the next meeting.

Resolved:

That the items to be reported to future meetings be noted, with the addition of the Local Transport Plan Consultation also being presented at the next meeting.

56. Bus Delivery Monitoring Report

The committee received a report from the Head of Bus, outlining the monitoring and delivery of the high-level deliverables and wider performance monitoring of bus services in the West Midlands.

Councillor Christopher Burden highlighted the reports reflection of the network currently carrying approximately 73% of expected patronage and queried to how this compared to pre-covid and other regions, he also referenced 2.13 of the report whereby it was noted that all stop flags had now been changed to new branding but reported this was inaccurate as a number of stops in Wolverhampton had not been changed. It was also queried as to whether physical copies of passenger information would return to bus station in the future. The Head of Bus highlighted that recovery was actually now ahead of the data provided in the report; 80% patronage which was in line with other city regions. Members of the committee would be provided with a link to access the patronage data outside of this meeting. The Head of Bus also spoke briefly about the encouraging methods being used to encourage and accelerate passenger levels across the network. In regard to the Stop Flag the Head of Bus apologized for the inaccuracies in the report and requested the details of those remaining flags to ensure they were corrected with the new branding. He also noted that physical copies of timetable were currently not being printed and published due to constant changing however physical copies can be sought via the customer services telephone line or TfWM Travel Shops.

Councillor Timothy Huxtable queried as to when the Number 11 bus service would resume a circular service, he also raised concern in relation to Birmingham Cross City Network Package Three, in particular to a bridge along Alcester Road. Councillor Timothy Huxtable raised that although Package Four was not included in the report requested that the development of segregated cycle lanes be complementary. The Commercial Director at National Express indicated that it was too early to comment on the decision being taken in regard to the Number 11 service as monitoring of data was required. However, since the change punctuality was not running at about 95% rather than previously at 75%. The Head of Bus sought to further understand the issues relating to the bridge on Alcester Road. It was also highlighted that all cross city programme would ensure that bus improvements and cycle is considered and incorporated into single schemes.

Councillor David Stanley requested further information on the consultation being undertaken in relation to Burnt Tree Island as he raised concerns from residents of a bus gate at this location. He also commented on the poor service on the Number 1 route Dudley – Tettenhall Wood. The Head of Bus commented that the consultation for Burnt Tree Island related to the preliminary design and would share this with Councillor David Stanley. The Commercial Director at National Express understood the concerns raised by the Councillor but highlighted the changes to the sector required services changes to balance a reliable punctual service, and therefore difficult decision affecting certain service/routes occurred but would look to reintroduce them at the earliest opportunity. He also highlighted the challenges relating to driver shortages and the mitigation plans in place to drive recruitment to address those challenges.

Resolved:

The contents of the report be noted.

57. Network Resilience Update

The committee received a report updating them on crime and anti-social behaviour, the Regional Transport Coordination Centre (RTCC) and wider network management and road safety. The report also provided detail on the Bus Byelaws.

Councillor Robert Grinsell stressed his concern on the levels of anti-social behaviour and crime being reported and how this reflected on the safety measures being implemented in preparation for the Commonwealth Games. The Executive Director of Transport for West Midlands highlighted that West Midlands Police would be leading on the security measures, in partnership with the Safer Travel Team and the British Transport Police. Work is currently being undertaken to look at deployment, safe and secure measures across the public transport network which in turn would be aligned to the Games Transport Plan. She stressed the importance of the work being done to ensure that not only visitors to the region, but its own residents continued to feel safe and secure whilst using the public transport network.

Councillor Christopher Burden highlighted that the report stated currently that three Transport Safety Officers (TSOs) had been recruited and in post, he felt that three officers was not enough resource to accommodate the levels of anti-social behaviour, crime and the increase of footfall that the Commonwealth Games would bring, he also sought further information on their current patrols and how their visibility could be further advanced. Councillor Christopher Burden also queried the future enforcement of the Bus Byelaws. The Interim Security and Policing Lead agreed that three TSOs was not enough but in regard to visibility at key locations was agreed at a Safer Travel Tasking meeting with included various key stakeholders considering various crime levels. In relation to Bus Byelaws it was highlighted that enforcement related to bus premises only and that further guidance and training would be issued to staff before any enforcement took place. It was also highlighted following a query from Councillor Ziaul Islam that the role of the TSOs did not include revenue protection / enforcement of payment.

It was agreed that future reports would include in-depth data / statics relating to action taken against criminals and crime types/levels across the network.

Resolved:

The contents of the report be noted.

58. Rail Freight Update

The committee received a report provided them with an update on Rail Freight, the report recognised that the wider West Midlands region was vitally important for Rail Freight. The report also explored areas for expansion and new Freight Terminals, new express logistics solutions, decarbonisation and supporting rail freight through West Midlands Grand Railway Collaboration.

Councillor Chaman Lal queried the funding available and being sought for future electrification on freight lines. The Strategic Lead for Rail Policy provided detail on National Rails Decarbonisation programme as outlined in their Environmental Sustainability Strategy, which outlined elements of extensive electrification of the network for both passengers and freight lines. He also cost at length amount the high levels of costs included for this to happen and funding was highlighted as a key issue. It was also recognised that the freight market was mainly within the private sector and therefore investment would only be sought if there was a reasonable rate of return for them. He also spoke about the challenges of price difference between electricity and diesel.

Councillor Timothy Huxtable spoke about the potential benefits HS2 would bring to Rail Freight. The Strategic Lead, for Rail Policy commented that it was evident to see that HS2 were trying to move as many construction materials as possible by rail rather than road, but at such time was difficult to quantify future timetables and capacity.

Resolved:

The contents of the report be noted.

59. COVID-19 Recovery Update

The Director of Integrated Transport Services provided a brief overview of the performance across the network relating to Bus, Metro and Rail. It was recognised that the network was now seeing a better increase in passenger numbers across the public transport network. He highlighted that following the issues with the Metro service patronage recovery was at 85%. There also continued to be improvement in terms of performance of service operated in terms of punctuality across the Rail and Bus network in relation to the previously discussed driver issues. The Director of Integrated Transport Services spoke briefly about the changes relating to the COVID Plan B measures being stepped down, he also noted that the position from Transport for West Midlands on face covering remained the same; recommending that customers continued to wear face covering. It was also noted that work continued with operators across the public transport network to promote the high level of cleanliness across the network.

Resolved:

The update be noted.

60. Report back from Member Engagement Groups

The committee noted the recent developments and meetings of the six Member Engagement Groups. Councillor Timothy Huxtable noted that the Sprint Member Engagement Group have arranged to undertake a site visit at Perry Barr / Rail Interchange but was disappointed to be told that the Sprint infrastructure on the interchange would not be completed in time for their visit and would look to arrange another visit once completed.

The Director of Integrated Transport Services also clarified that although the report referenced that a decision had been made to not proceed with a Park and Ride Site along the A34 north, that this was not the case.

Resolved:

The update in relation to recent meetings of the committee's Member Engagement Groups be noted.

61. Date of Next Meeting

Friday 14 March 2022 at 1.00pm.

The meeting ended at 2.55 pm.



**West Midlands
Combined Authority**

Investment Board

Monday 14 February 2022 at 11.00 am

Minutes

Present

Councillor Bob Sleight OBE (Chair)
Nick Abell

Councillor Mike Bird
Councillor Tristan Chatfield
Councillor Karen Grinsell
Councillor Tony Jefferson
Councillor Stephen Simkins
Sue Summers
Gary Taylor

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

In attendance via MS Teams

Councillor Steve Clark

Dudley Metropolitan Borough Council

Item Title

No.

99. Apologies for Absence

Apologies for absence were received from Councillor Maria Crompton (Sandwell) and Councillor Jim O' Boyle (Coventry).

100. Minutes - 13 December 2021

The minutes of the meeting held on 13 December 2021 were agreed as a correct record.

101. Investment Programme Update and Dashboard

The board considered a report of the Director of Investment and Commercial Activities on the status of the Investment Programme to help set the context of any investment decisions being made by the board.

Ian Martin, Director of Investment and Commercial Activities, provided an update on the Investment Programme and the Investment Programme Dashboard.

Councillor Simkins re-iterated his comments made at a previous meeting regarding the need to take account of cost increases in construction materials and inflationary pressures that could impact on projects. He considered the WMCA should have an appropriate strategy or back-up plan in place.

Ian Martin explained that the Project Sponsor was responsible for any cost overruns and good value engineering was undertaken on projects. He advised that contingency was also built into projects and not all projects in the Investment Programme were capital projects.

The Chair also reminded members that any unallocated funding would be reported back to this board as a change request. He considered it would be helpful for the board to fully understand the process of how cost changes impact on the Investment Programme and asked that Ian Martin prepare a briefing note on the matter for a future meeting.

Ian Martin undertook to provide the briefing note and advised this would include the monitoring and evaluation of projects and the funder of the last resort.

Resolved:

1. That approval by the WMCA Board and under delegated authority by WMCA Officers of the business case submissions disclosed in section 3 of the report be noted;
2. That the WMCA Investment Programme funding status and current affordable limit as outlined in section 4 of the report be noted;
3. That the status of the City Region Sustainable Transport Settlement ('CRSTS) as outlined in section 4 of the report be noted;
4. That the Regional Investment Programme delivery update detailed within this report and appendices (including the project-level summary within the WMCA Investment Programme dashboard at Appendix 4) be noted and
5. That a briefing note be submitted to a future meeting that outlines the process for managing cost changes of projects within the Investment Programme.

102. WMCA Collective Investment Fund (CIF) - Dashboard

The board considered a report on the Collective Investment Fund dashboard (public iteration) as at 1 February 2022.

Resolved: That the report be noted.

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

The board considered a report on the Brownfield Land and Property Development Fund dashboard (public iteration) as at 1 February 2022.

Resolved: That the report be noted.

104. WMCA Revolving Investment Fund (RIF) - Dashboard

The board considered a report on the Revolving Investment Fund dashboard (public iteration) as 1 February 2022.

Resolved: That the report be noted.

105. Presentation: Coventry City of Culture Trust Project

The board received a presentation from Martin Sutherland, Laura McMillian (Coventry City of Culture Trust) and David Nuttall (Coventry City Council) that provided an overview of Coventry City of Culture to date. This included the story so far, details of events, income and expenditure, how it is 'levelling up' support across sectors and communities, key performance indicators, legacy planning, agreed principles and the next steps.

The board noted the processes that are in place for measuring the legacy of the project, engagement with all sectors in the community and the strong sense of civic pride that has been evidenced in surveys undertaken to date.

The Chair thanked Martin, Laura and David for their informative presentation that was welcomed by the board and wished them well for the future.

Resolved: That the presentation be noted.

106. Exclusion of the Public and Press

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any particular person (including the authority holding that information).

107. Drywall Steel Sections Ltd

Kieren Turner-Owen (West Midlands DC) presented a report that sought approval of a loan from the Collective Investment Fund (CIF) to develop land off Spring Road, Wolverhampton, into a new purpose built factory for the applicant plus a further 15 SME commercial starter units of various sizes creating new opportunities for employment space.

It was noted that the loan funding was conditional upon the applicant being awarded grant funding from the Black Country LEP and with regards to security, the WMCA would hold the first charge over the land along with an appropriate debenture/cross guarantee. The WMCA would also be provided with a cost overrun guarantee from the company.

Resolved:

1. A loan from the CIF fund, for the amount specified in the report, be allocated to develop c4.4 acres of current disused sports field/brownfield land in Wolverhampton, to provide a new purpose-built factory for the borrower and a further 15 commercial starter units of various sizes, creating new opportunities for employment space be approved;
2. The report presented to Investment Panel included an application to the Brownfield Land Property Development Fund that is no longer progressing due to the unavailability of funds and a concurrent application by the Black Country LEP for grant funding from their own resources be noted;
3. That loan funding approval is subject to the Black Country LEP grant funding in due course amongst other usual terms be noted and
4. The proposal carries the support of the WMCA's Investment Panel be noted.

108. Phoenix Park

The board considered a report of the Director of Housing and Regeneration that sought grant investment from the Brownfield Housing Fund to deliver the remediation and abnormal costs of construction to unlock the Phoenix Park site in Birmingham, delivering commercial space and jobs.

Councillor Chatfield reported that whilst he was fully supportive was of the application, he was disappointed that the applicant's company was based off-shore.

Gary Taylor noted that the board has no previous experience of awarding grants in these circumstances and considered that a precedent needs to be set. He added that the report was also missing the usual sales demand/exit assumption tables which show profit against yield and rents that should have been included in the report.

Councillor Simkins felt that the agreed clawback/overage for a 5-year period was too short and should be reviewed accordingly given the situation.

Councillor Bird reported of the need for the board to be sighted on the applicant's financial holdings that were off-shore.

Nick Abell also considered the board should be aware of the applicant's beneficial interests and that any profits secured from grant should be retained as long possible as suggested by Councillor Simkins.

The Chair reported that in the light of the comments made by the board, he would defer the decision on the report to the next meeting to enable the additional information requested by members to be provided.

Resolved: That the report be deferred to the next meeting.

109. Black Country Living Museum Forging Ahead

The board considered a report of the Director of Housing and Regeneration that sought approval of grant funding from the Brownfield Housing Fund to support the redevelopment of the Black Country Living Museum, Dudley that would deliver 30 FTE jobs in line with SCF requirements.

It was noted that grant funding was required for remediation works for onsite contamination and was based on the 'funder of the last resort'. The funding would form part of a pre-existing funding package that is already in place including the National Lottery Heritage Fund, Black Country LEP, Arts Council England and Dudley MBC.

Resolved:

1. A grant from the Brownfield Land Housing Fund for the maximum amount specified in the report, to support the redevelopment of the Black Country Living Museum that delivers 30 FTE jobs in line with SCF requirements be approved;
2. The funding is fully compliant with the WMCA Single Commissioning Framework be noted;
3. Dudley Metropolitan Borough Council is fully supportive of this application be noted and
4. The funding allocation represents an absolute maximum and that further negotiations would seek to reduce the allocation be noted.

110. OBC: EV CATS- Electric Vehicle Charging Area Transit Stations

The board considered a joint report of the Investment and Commercial Activities Director and TfWM Director of Policy, Strategy and Innovation that sought approval to progress the Outline Business Case for Electric Vehicle Charging Area Transit Stations (EVCATS) to the WMCA Board.

It was noted that the Outline Business Case seeks a non-refundable grant from City Region Sustainable Transport Settlement (CRSTS) and grant funding from WMCA Brownfield Land and Property Development Fund (BLPDF) to support the creation of ten (10) Electric Vehicle Charging Area Transit Stations (EV CATS). These will comprise of 80 to 100 ultra-rapid 150+kW chargers, with sufficient expansion space to double capacity as the market requires. The project directly supports the central government Net Zero agenda and the WMCA #2041 agenda.

The Investment and Commercial Activities Director, Ian Martin presented the need for the transit stations, the vision, investment model, funding, costs and benefits.

Councillor Simkins considered the project should be opened up to local authorities who could contribute land for the transit stations and benefit accordingly, noting Wolverhampton's success with the i54.

Ian Martin reported that One Public Estate colleagues have been involved and no suitable sites had been identified but would look to progress the matter with the Finance Directors' Group.

The board endorsed the report to go forward to the WMCA Board.

Recommended:

1. The investment of the sum specified in the report from the City Region Transport Settlement (CRSTS) funds in Electric Vehicle Charging Area Transit Stations (EVCATS) project, subject to overall approval of the CRSTS programme at WMCA Board where it is scheduled for March and with the full investment to be made following a Full Business Case;

2. Approval of the sum specified from the Brownfield Land and Property Fund subject to the overall approval of the CRSTS investment at WMCA Board as indicated above;

3. Approval of the sum specified in the report for site acquisition preparation and ancillary costs including set up of the Delivery Company following OBC approval at the WMCA Board and ahead of the full investment under FBC with the condition as noted above and

4. The WMCA Capital Investment specified in the report is intended to be made from WMCA borrowing and will continue to be discussed with the Finance Directors' Group until the OBC is approved at the WMCA Board in March.

111. Sprint -A34 Walsall to Birmingham and A45 Birmingham to Airport & Solihull Phase 2 Funding Confirmation (WMCA Board Report)

The board considered a report of the Managing Director, Transport for the West Midlands that sought approval to progress the endorsement of the addendums to the Sprint A34 and Sprint A45 Full Business Cases and funding confirmation to the WMCA Board in March.

The Senior Manager-Sprint Development, Tom Skidmore and the Director of Programme Development and Delivery, Sandeep Shingadia presented the report.

In relation to an enquiry from Councillor Chatfield as to whether there was a fall-back position if the City Region Sustainable Transport (CRST) allocation was not approved, Sandeep Shingadia advised that a report would be submitted on CRSTS funding to the WMCA Board next month and the project met the funding objectives so was confident approval would be given. If the allocation was not made, other funding opportunities would need to be explored.

The board endorsed the report for submission to the WMCA Board.

Recommended:

1. Endorsement of the addendums to the Sprint A34 and Sprint A45 Full Business Cases which detail the second stage of delivery for 2024, including the bus priority interventions, cycling and walking infrastructure, signal upgrades, shelter enhancements, ticket machines and utility diversions;
2. Approval of the specified sum from City Region Sustainable Transport Settlement allocation for the delivery of Phase 2 of the A34 Walsall to Birmingham Sprint scheme;
3. Approval of the specified sum from City Region Sustainable Transport Settlement allocation for the delivery of the A45 Birmingham to Airport and Solihull Sprint scheme;
4. To note construction and utility costs for the scheme are not yet finalised, the project team might need to flexibly manage the scope of the scheme in order to maintain the overall budget;
5. To note the inclusion of additional cycling and walking measures within Phase 2 delivery and
6. Approval of the delegation of authority to officers as set out in the report.

112. West Midlands Investment Prospectus

The board considered a report of the Director of Housing and Regeneration that sought comments and endorsement on the draft version of the West Midlands Investment Prospectus.

The report provided an overview on the project, the timeline for engagement and delivery and the latest draft version of the Investment Prospectus.

The board received a presentation from Graham Russell, Amion Consulting, that outlined the background to the regional Investment Prospectus, the structure of the document and next steps.

It was noted that the Investment Prospectus was in a new format and would be a more market facing document that was aimed at the private sector, especially the investment market. The investment opportunities across the region would inform project sheets that would be co-developed with each relevant local authority/and or project sponsor and be finalised for the launch and publication of the document in early March 2022.

Resolved:

1. The positive progress and substantial engagement to date on the West Midlands Investment Prospectus 2022 project be endorsed;
2. The Investment Prospectus is one of the key deliverables for the Housing and Land Delivery Board in 2021/22 which as in previous years will play an important role in attracting private sector investment and Government interest to the region be noted;

3. The extensive engagement plan and project timeline for delivering the West Midland Investment Prospectus as it nears a launch in March 2022 be noted;

4. The latest design and draft of the West Midlands Investment Prospectus based on the structure set out in section 3 of the report be endorsed and

5. That the Housing and Land Delivery Board has delegated authority to the Director of Housing and Regeneration in consultation with the Portfolio Holder for Housing and Land to agree the final version of the Prospectus on the board's behalf be noted.

113. WMCA Collective Investment Fund (CIF) - Dashboard

The board considered a report setting out the dashboard for the Collective Investment Fund (private iteration).

Resolved: That the report be noted.

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

The board considered a report setting out the dashboard for the Brownfield Land and Property Development Fund (private iteration).

Resolved: The report be noted.

115. WMCA Revolving Investment Fund (RIF) - Dashboard

The board considered a report setting out the dashboard for the Revolving Investment Fund (private iteration).

Resolved: That the report be noted.

116. Land and Property Investment Fund (LPIF)

The board considered a report setting out the dashboard for the Black Country Land and Property Investment Fund.

Resolved: That the report be noted.

117. Date of next meeting: 21 March at 11.00am

The meeting ended at 1.20 pm.



West Midlands Combined Authority

Housing & Land Delivery Board

Wednesday 2 March 2022 at 10.00 am

Minutes

Present

Councillor Mike Bird (Chair)
Councillor Zahoor Ahmed
Councillor Shabrana Hussain
Councillor Ian Kettle
Councillor Andy Mackiewicz
Councillor David Welsh

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

Participating via MS Teams

Councillor Peter Butlin
Councillor Matthew Dormer
Sarah Middleton

Councillor Richard Overton
Councillor Ed Potter
Kevin Rodgers

Councillor Stephen Simkins
Suzanne Ward

Councillor Kristofer Wilson

Warwickshire County Council
Redditch Borough Council
Black Country Local Enterprise
Partnership
Telford and Wrekin Council
Shropshire Council
West Midlands Housing Association
Partnership
City of Wolverhampton Council
Environment Agency

Nuneaton and Bedworth Borough
Council

Item Title No.

40. Apologies for Absence

Apologies for absence were received from Councillor Fitzgerald (Cannock Chase District Council) Councillor Gakhal (City of Wolverhampton Council), Jo Nugent (Homes England) and Dawn Ward (Greater Birmingham & Solihull LEP).

41. Nomination of substitutes

Councillor Simkins (City of Wolverhampton) participated in the meeting via MS Teams on behalf of Councillor Gakhal.

42. Minutes -19 January 2022

Resolved: That the minutes of the meeting held on 19 January 2022 be approved as a correct record.

43. Affordable Housing Delivery with Housing Associations : Progress Update

The board considered a report of the Director of Housing and Regeneration that provided an update and clear direction of travel on the ongoing work of the WMCA and housing association partners to establish a more comprehensive collective approach to the delivery of affordable housing across the region- a key deliverable for the Housing and Land Delivery Board in 2022/23.

The report also sought endorsement for the work underway to develop an innovative pilot approach with a small group of Housing Associations based on packaged land disposal. It was noted that affordable housing was part of the set of deliverables for the Housing and Land Board.

A report outlining the WMCA definition of affordable housing (currently under review) which was endorsed by this board in January 2020 was circulated with the papers for information.

Councillor Mackiewicz considered the affordable housing definition was difficult to determine from the documents circulated and asked for it to be made clearer if possible. He also advised that Solihull Officers thought the Help to Own Scheme does not meet certain national affordability criteria and would like WMCA Officers to check this.

The Director of Housing and Regeneration, Gareth Bradford reported that he understood the Help to Own Scheme in Wolverhampton, meets the WMCA definition of affordable and the NPPF definition but would check on this and confirm the position with the board.

The board received a presentation from the Strategic Planning Manager, Rob Lamond that provided an update on work being undertaken to update the affordable housing definition for the WMCA, progress made with housing associations on affordable housing delivery, the objectives of the pilot package and next steps.

Councillor Simkins reported that Wolverhampton has established a housing forum and would like the Combined Authority to work with the forum. He considered that the WMCA should work with ALMOs/local authorities to improve housing and make it affordable so as to allow people to remain in their local area, noting that Birmingham City Council has the biggest local authority housing stock in the country.

Gareth Bradford reported that the WMCA was engaging with Wolverhampton Living in Wolverhampton, Birmingham Municipal Trust amongst other organisations and some non-constituent authorities. Rob Lamond advised that he would look to analyse the NPPF and WMCA's affordable housing definition with regards to people staying within their locality.

In relation to the proposed pilot package, Councillor Welsh enquired whether the sites for affordable housing have already been determined as he noted the report referred to new homes being located adjacent to a Metro station and a new hospital which did not apply to Coventry. He asked that officers be open and honest with regards to any sites identified.

The Chair reported that the sites could be revealed if they were in the public domain.

The Director of Housing and Regeneration advised that the sites have not yet been confirmed; the report set out the criteria for the proposed pilot package that was based on a couple of likely sites which was an error, as the criteria should determine the sites.

Councillor Welsh confirmed he was satisfied with this approach and asked for the revised criteria be re-submitted to the board.

Councillor Mackiewicz asked that consideration be given to a strict definition of key workers with regards to housing support and noted the WMCA needs to press on with Net Zero given the current situation with Russia and Ukraine.

The Chair concurred with the need for a wider definition of key workers that was not restricted to NHS workers.

The Director of Housing and Regeneration reported that it is up to each local authority to determine its definition of key workers, but he was happy for the WMCA to look at setting the principles for a definition.

The board discussed the role of council housing in affordable housing and the need for local authorities to be provided with funding to enable them to renew housing stock. The issue of viability with regards to housing associations that requires them to keep taking on more housing stock over time was also noted.

The Director of Housing and Regeneration advised that estate renewal is not an output identified by Government although he was hoping that the Levelling Up Fund would support wider place making. He added that a new officer group had been set up with regards to Levelling Up that could look at estate renewal.

In relation to viability with regards to the NPPF clause, the Director of Housing and Regeneration advised that he would look to put together some points on this issue for the next meeting.

Resolved:

1. The positive progress with the work taking place under the Housing and Land Board to improve the collaboration and co-investment in the region between housing associations and the WMCA to secure more social and affordable housing to meet local needs be welcomed and endorsed;

2. This collaboration is part of a broad package of affordable housing measures and initiatives being progressed under the Housing and Land Portfolio be noted and

3. The specific work taking place on the new innovative joint approach with a group of housing associations in the region to deliver additional affordable housing and wider socio-economic outcomes on WMCA land be welcomed and endorsed.

44. WMCA Housing & Land Devolved Funds: Progress Update

The board considered a report of the Director of Housing and Regeneration that provided an update on the funding which the WMCA has secured to date from Government on the housing and regeneration matters which it administers via the Single Commissioning Framework across the West Midlands. The report also provides an update on ongoing discussions with Government to secure further housing and regeneration funding for the region.

The Strategic Planning Manager, Rob Lamond reported that the WMCA has secured a further £28m from the Brownfield Housing Fund that was included in the Levelling Up announcements, the largest of any Mayoral Combined Authority. Additionally, the WMCA has also secured a further £17.4m through direct negotiations with Government to be administered through the Single Commissioning Framework. He advised that there were also further opportunities to deliver more housing and infrastructure for the region through the Levelling Up agenda.

In relation to an enquiry from Councillor Simkins regarding intervention rates that are prohibitive due to economic viability and whether these could be flexed going forward, the Director of Housing and Regeneration advised that the WMCA does not impose intervention rates on schemes but specifies what is needed to deliver the housing outputs based on Government requirements/targets. He added that it was cheaper to deliver housing on less contaminated land, but the programme could flex according to needs and reminded the board that the outputs on every scheme are specified in the Quarterly Report on Housing and Land Portfolio Deliverables.

Councillor Welsh reported that Coventry was in the process of identifying its brownfield sites and was looking forward to working with the WMCA on how these could be utilised.

The Director of Housing and Regeneration, Gareth Bradford invited local authority colleagues to contact him or Rob Lamond to discuss how the WMCA could assist with regards to taking forward brownfield and/or other potential sites or would like further information presented to Cabinet or Chief Executive meetings.

Resolved:

1. The success of the WMCA Housing and Land Portfolio in securing devolved housing and land funds from Government and the strong performance to date against targets set out in these funds be welcomed and endorsed and

2. The business case work being undertaken by the WMCA Housing and Land Portfolio to secure further funding from Government to support the objectives set by the Housing and Land Delivery Board including jobs, commercial development and brownfield land remediation and innovative new proposals like modular construction and zero carbon homes be noted and endorsed.

45. Housing & Land Portfolio Deliverables 2022/23: Update Report

The board considered a report of the Director of Housing and Regeneration that sought endorsement of the draft Housing and Land Portfolio Deliverables prior to approval by the WMCA Board on 18 March 2022. The deliverables would directly support the implementation of the WMCA's Strategic Aims and Objectives approved by the WMCA Board in November 2021.

The board discussed the role of AMC and in particular modular housing in delivering cheaper and more energy efficient homes and the need to attract AMC manufacturers to the region.

The Director of Housing and Regeneration proposed a site visit be arranged to look at how the WMCA has helped support the delivery of AMC, Net Zero and affordable homes in the region (Help to Own) if members were interested in this.

The Chair reported that he would like the above visit to be arranged for board members and for it to be scheduled during the summer. He indicated that he wanted to know the location of AMC manufacturing sites as he would like to encourage businesses to come to the West Midlands.

The Director of Housing and Regeneration advised that he would ask AMC Officers/AMC Taskforce to look at how the WMCA could support the AMC industry with regards to WMCA land/infrastructure loans and would submit a report to the next meeting on the matter.

Resolved: The Housing and Land Portfolio High Level Deliverables for 2022/23 be endorsed prior to the approval by the WMCA Board on 18 March 2022.

46. Date of next meeting - 27 April 2022 at 10.00am

The meeting ended at 11.25 am.

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West Midlands Combined Authority

Overview & Scrutiny Committee

Monday 7 March 2022 at 10.00 am

Minutes

Present

Councillor Cathy Bayton (Chair)	Association of Black Country Authorities
Councillor Lisa Trickett (Vice-Chair)	Birmingham City Council
Councillor Naeem Akhtar	Coventry City Council
Councillor Maya Ali	Coventry City Council
Councillor Kate Booth	Birmingham City Council
Councillor Mike Chalk	Worcestershire Non-Constituent Local Authorities
Councillor Robert Grinsell (Substitute for Councillor Dickey)	Solihull Metropolitan Borough Council
Councillor Ian Kettle	Dudley Metropolitan Borough Council
Councillor Peter Fowler	Birmingham City Council
Councillor Nigel Lumby	Shropshire Non-Constituent Local Authorities
Councillor Charn Padda	Sandwell Metropolitan Borough Council
Councillor Vera Waters	Walsall Metropolitan Borough Council

In Attendance

Councillor Mike Bird	Portfolio Lead for Housing & Land
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Item No. Title

51. Apologies for Absence

Apologies for absence were received from Councillor Liz Clements (Birmingham), Councillor Tony Dickey (Solihull), Councillor Simon Peale (Staffordshire Non-Constituent Local Authorities) and Councillor Paul Sweet (City of Wolverhampton Council)

52. Chair's Remarks

(a) Overview & Scrutiny Committee 2021/22

The Chair reflected on the activities of the Overview & Scrutiny Committee during 2021/22 and thanked Councillor Lisa Trickett (Vice-Chair), members of the committee and WMCA officers for their support and cross-party contributions during the year.

(b) Scrutiny Review: Helping to Deliver Affordable and Social Housing

A review of the WMCA's Housing & Land Policy: Helping to Deliver Affordable and Social Housing had now concluded, and the findings of the scrutiny panel would be reported to Overview & Scrutiny Committee on 7 March 2022.

(c) Scrutiny Review: Delivery of Local Skills Training

At the last meeting it was reported that a review would be undertaken to understand the impact of the devolution of the Adult Education Budget to the WMCA on the delivery of local skills training within the region, and to identify the challenges and ways in which the West Midlands Combined Authority and Local Authorities could better target skills needs in the region particularly in relation to the big economic challenges.

The scrutiny panel had yet to receive its strategic report to help inform its key lines of enquiry and therefore, to ensure that the review was as effective as possible, it was agreed to defer the review until 2022/23.

53. Minutes - 10 January 2022

The minutes of the meeting held on 10 January 2022 were agreed as a correct record.

54. Mayoral Question Time: Budget - Response from the Mayor to the recommendations presented to the WMCA Board on 14 January 2022

The committee noted the response received from the Mayor in respect of the observations it had identified following the Budget Q&A session on 15 December 2021.

Resolved:

- (1) The report be noted.

55. Affordable Housing Delivery with Housing Associations: Progress update

The committee considered a report of the Director of Housing and Regeneration that provided an update on the direction of travel on the ongoing work of the WMCA and housing associations partners to establish a collective approach to the delivery of additional affordable housing across the region.

Councillor Mike Bird, Portfolio Lead for Housing & Land provided an overview of the affordable housing programme, joint working, the successful delivery of housing to date, challenges and priorities for the Housing & Land Delivery Board.

There had been significant progress made in the recent months regarding the joint pilot approach and its potential to deliver additional affordable homes. During the discussion, the Director of Housing & Regeneration explained the reasoning behind the introduction of the WMCA's affordable housing target and explored comments as to how the WMCA reviewed the different affordable housing levels within areas and across the region.

The committee welcomed the work undertaken and progress made to date regarding the proposed pilot package.

Resolved:

- (1) The positive progress with the work taking place under the Housing & Land Delivery Board to improve the collaboration and co-investment in the region between housing associations and WMCA to secure more social and affordable housing to meet local needs be welcomed.
- (2) That the collaboration that was part of broad package of affordable housing measures and initiatives being progressed under the Housing & Land portfolio be noted; and
- (3) The specific work taking place on a new innovative joint approach with a group of housing associations in the region to deliver additional affordable housing and wider socio-economic outcomes on WMCA land be welcomed and noted.

56. Progress Update: Scrutiny Review - Helping to Deliver Affordable and Social Housing

The committee considered a verbal report from Councillor Lisa Trickett on the findings of the recent scrutiny review undertaken to examine the role and remit of the WMCA to deliver affordable and social housing within the West Midlands through the use of the Brownfield Land Remediation Fund, and to consider how this supported and added value to the responsibilities of the constituent authorities in respect of affordable and social housing provision.

The review group conducted face-to-face interviews with a range of key witnesses to help inform its conclusions and recommendations. During the consideration of the written and oral evidence gathered during the review, a number of key challenges and issues were identified, including the long term financial plans of local authorities and the drive to receive a receipt on the sale of land which undermined the capability to develop and bring forward affordable and social housing within the region, the shortage of land, an increase in flip sales, issues with capacity, capability and the costs of land assembly and Compulsory Purchase Orders. It was recognised that there were opportunities to share expertise across the WMCA area to address this issue.

The WMCA was commended on its focus on affordable housing and its 20% target however, the review group noted the consequences that this had on the behaviours in the market. The review group were also advised that the Government set affordable housing areas and the impact that this had on the delivery of affordable and social housing across the region was acknowledged.

The committee discussed and shared comments on the importance of understanding the differential housing needs within the region. Concern was also expressed on the growth within the private sector and impact that temporary accommodation had on individuals and children.

It was considered that the Levelling up White Paper together with the affordable housing joint venture delivered an opportunity for a collective, collaborative approach to addressing the housing need of the region.

Resolved:

- (1) That the findings of the review be noted; and
- (2) A report on the findings and conclusions of the Overview & Scrutiny Committee to be submitted to the WMCA Board on 18 March 2022, with a request for a collective, collaborative leadership approach to address the housing need within the region.

57. Engagement of Independent Remuneration Panel

The committee received an update on the WMCA's governance review and the progress being made on the establishment of an Independent Remuneration Panel.

A report seeking the approval to establish an Independent Remuneration Panel would be presented to the WMCA Board on 18 March 2022. The Interim Director of Law & Governance provided an overview of the composition of the panel, its focus and timescales.

The panel would undertake a review of the allowances paid to the Mayor and Deputy Mayor and it was envisaged that it would also review the responsibilities of other committee members, including the allowances paid to members of the Transport Delivery Committee.

The committee emphasised the need for a review of the allowances associated with the Mayor and Deputy Mayor and all other committees and boards, including the allowances paid to the Transport Delivery Committee, to be reviewed at the same time and a report to be considered by the WMCA Board at its meeting in June. Members expressed its concern at the length of time it had taken to review the allowances scheme and sought assurances that all areas would be reviewed by the Independent Remuneration Panel. This would ensure that the WMCA Board was able to consider and reach a view of the payment of allowances for members involved in WMCA activity in totality, rather than separate reports to separate meetings which could give rise to an inconsistent and contradictory scheme of allowances across the WMCA as currently existed.

Resolved:

- (1) Whilst acknowledging the need for a full in-depth review to be undertaken, it was the expectation of the committee that the Independent Remuneration Panel reviewed the allowances paid to the Mayor and Deputy Mayor, Transport Delivery Committee and other committees and boards to enable the new arrangements to commence at the start of 2022/23.

[NB. Councillor Bob Grinsell declared an interest in this item as a member of the Transport Delivery Committee].

58. Trailblazer Devolution Deal

The committee considered a report of the Director of Inclusive Growth & Public Service Reform that provided an update on the proposed plans for co-ordinating the WMCA's response to the Government's invitation to negotiate a Trailblazer Devolution Deal.

The Levelling Up White Paper was published on 2 February 2022, and had challenged some of the existing orthodoxy on theories of regional growth and development and announced a number of policy initiatives for the West Midlands, including an Innovation Accelerator, £28m from the Brownfield Housing Fund and funding for Digital Bootcamps in the region.

It was reported that the West Midlands and Greater Manchester combined authorities had been invited to negotiate a Trailblazer Devolution Deal with government, in which the WMCA had been developing its proposition to Government that would be presented to the WMCA Board in June for consideration.

The committee discussed and shared comments on the importance of community engagement and transparency, the six capitals, social capital, the importance of understanding the differential spatial content within the region, the importance of owning the challenges within the region, powers relating to public health, fire and the Police & Crime Commissioner.

The committee stressed the need for community engagement to ensure the voice of the citizen was heard and that the WMCA was involving the wider community in shaping its future role.

Resolved:

- (1) The report be noted; and
- (2) The Overview & Scrutiny Committee to have oversight on any potential additional powers to be devolved to the WMCA including those relating to the Police & Crime Commissioner and, to be kept abreast of the progress being made in terms of the active engagement with communities.

59. West Midlands Plan for Growth

The committee considered a report of the Chief Executive on the West Midlands Plan for Growth and the activities of the Economic Growth Board that had identified the need for interventions to be aligned and streamlined to catalyse additional growth in key clusters.

The committee noted the presentation that outlined the key findings and recommendations from the West Midlands Plan for Growth, which included a twin track approach capitalising on existing clusters of scale and strength and supporting nascent clusters and emerging technologies.

Whilst it was recognised that the Plan for Growth did not seek to be an economic wide strategy and that further work would be required to determine how the wider job sectors could be supported to create an inclusive economy, the committee expressed concern that these two areas of work were being undertaken separately and questioned how this work would be integrated to ensure that inclusive and social growth was being achieved.

Resolved:

- (1) The purpose and content of the West Midlands Plan for Growth be noted.
- (2) It be noted that the Economic Growth Board identified the need for interventions to be aligned and streamlined to catalyse additional growth in key clusters, and recognising a complex picture on economic functions, the Economic Growth Board agreed to establish a task and finish group, chaired by Councillor Ian Brookfield, to develop recommendations for aligning and streamlining economic development activity across organisations; and
- (3) The committee considered focussing predominately on this West Midlands Plan for Growth risks widening the inequality gap.

60. Annual Business Plan

The committee considered a report of the Director of Director that provided the background to the development of the Annual Business Plan and overview of content and how it would be used, monitored and measured that supported the move towards data driven, evidence-based decision-making.

The Annual Business Plan was a vital link in the 'golden thread' between the WMCA Aims and Objectives. The ambition was to produce a plan setting out all activity to be delivered in 2022/23. The plan would provide a single source of the truth that delivered data that would be triangulated with the Strategic Risk Register and finance cost codes. In terms of monitoring and reporting, the performance against the Annual Business Plan would be reported to the WMCA Board half-yearly.

Resolved:

- (1) That the report be supported.

61. Grant Register

The committee considered a report of the Director of Finance that provided an update on the grant register which contained all current 'live' grants where the WMCA was the accountable body and captured a comprehensive total of grants, awarding body, time period for delivery and a description of what the grant delivered.

There had been two new grants added to the register since the last update to the committee, including the Brownfield Housing Fund, an additional £17.5m had been secured from the fund and Social Prescribing Cycling and Walking that had received £0.098m.

A further reward had been received of £7.5m for the Social Decarbonisation Fund - Wave 1 and the detail on this would be reported to the WMCA Board on 18 March through the Financial Monitoring Report.

The Director of Finance advised the committee that the government had confirmed that it would extend the Bus and Light Rail Recovery funding for a further six months.

Resolved:

- (1) That the report be noted.

62. Minutes: Transport Scrutiny Sub-Committee

The committee received the minutes of the Transport Scrutiny Sub-Committee meeting on 17 January and 23 February 2022.

Resolved:

- (1) The minutes of 17 January and 23 February 2022 be agreed.

63. Work Programme

The committee noted a work programme of items that were to be reported to future meetings of the WMCA Board.

[The meeting ended at 12:15pm]

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Young Combined Authority

Young Combined Authority (YCA) Board update, February 2021

Moving towards action...

Having completed their Charter and presented it to the WMCA Board in January, the YCA Board are now focused on identifying opportunities to make an impact and launching new working groups to drive forward activity.

During their February meeting, the YCA Board...

- Met with officers in the WMCA Mental Health team about the potential for them to inform the relaunched Commission.
- Discussed a wide range of opportunities suggested by the WMCA, such as providing feedback on the WMCA Equality Scheme and West Midlands Plan for Growth.
- Agreed to launch a survey to gather ideas from the YCA Board following the meeting, and set up new groups to begin activity this month.



Stay up to date with the YCA!

Follow us on social media: [@wmyoungboard](#)

For any questions, please email: Lucy.Gosling@wmca.org.uk

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