



Overview & Scrutiny Committee

Date: Monday 4 September 2023

Time: 10.00 am **Public meeting** Yes

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

Membership

Councillor Cathy Bayton (Chair)	Association of Black Country Authorities
Councillor Naeem Akhtar (Vice-Chair)	Coventry City Council
Councillor Philip Bateman MBE	City of Wolverhampton Council
Councillor Andrew Burrow	Solihull Metropolitan Borough Council
Councillor Ian Kettle	Dudley Metropolitan Borough Council
Councillor Nigel Lumby	Shropshire Non-Constituent Local Authorities
Councillor Ewan Mackey	Birmingham City Council
Councillor Emma Marshall	Worcestershire Non-Constituent Local Authorities
Councillor Paul Moore	Sandwell Metropolitan Borough Council
Councillor Lauren Rainbow	Birmingham City Council
Councillor Jamie Tennant	Birmingham City Council
Amanda Tomlinson	Business Representative
Councillor Vera Waters	Walsall Metropolitan Borough Council

Quorum for this meeting shall be 7 members

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

Contact Lyndsey Roberts, Statutory Scrutiny Officer
Telephone 07917 473824
Email lyndsey.roberts@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
Meeting Business Items			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interests Members are reminded of the need to declare any disclosable prejudicial interests they have in any 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	Chair	None
4.	Minutes - 10 July 2023	Chair	1 - 6
5.	Matters Arising	Chair	None
6.	English Devolution Accountability Framework - Scrutiny Protocol Progress Update	Dan Essex	Verbal Report
7.	Affordable Homes Programme	Deborah Casey Rob Lamond	7 - 12
8.	Affordable Housing Supply Strategy	Rob Lamond	13 - 18
9.	Affordable Housing Pilot	Rob Lamond	19 - 24
10.	Performance Reporting against Annual Business Plan Deliverables	Fiona Bebbington	25 - 80
11.	Grant Register	Kate Taylor	81 - 86
12.	West Midlands Combined Authority Loan to Woking Borough Council	Chair Linda Horne	Verbal Report
13.	Work Programme (a) Overview & Scrutiny Committee - Work Programme (b) WMCA Board Forward Plan	Lyndsey Roberts	87 - 96
Date of Next Meeting			
14.	Thursday 19 October 2023 at 10:30am (Mayoral Q&A - Policy Related Matters)	Chair	None



West Midlands Combined Authority

Overview & Scrutiny Committee

Monday 10 July 2023 at 10.00 am

Minutes

Present

Councillor Cathy Bayton (Chair)	Association of Black Country Authorities
Councillor Naeem Akhtar	Coventry City Council
Councillor Philip Bateman MBE	City of Wolverhampton Council
Councillor Andrew Burrow	Solihull Metropolitan Borough Council
Councillor Ian Kettle	Dudley Metropolitan Borough Council
Councillor Nigel Lumby	Shropshire Non-Constituent Local Authorities
Councillor Emma Marshall	Worcestershire Non-Constituent Local Authorities
Councillor Paul Moore	Sandwell Metropolitan Borough Council
Councillor Jamie Tennant	Birmingham City Council
Amanda Tomlinson	Business Representative
Councillor Vera Waters	Walsall Metropolitan Borough Council

In Attendance

Dan Essex	Governance Services Manager
Clare Hatton	Interim Director of Employment & Skills
Lyndsey Roberts	Statutory Scrutiny Officer
Laura Shoaf	Chief Executive

Item Title No.

- 130. Appointment of Chair**
The committee noted that at the WMCA Board meeting held on 9 June 2023, Councillor Cathy Bayton had been appointed as the Chair of this committee for 2023/24.
- 131. Appointment of Vice-Chair**
The appointment of Vice-Chair was the responsibility of the Overview & Scrutiny Committee and had to be a member from a different political group to the Mayor. The Chair proposed that Councillor Naeem Akhtar be appointed as Vice-Chair of this committee for 2023/24.
- 132. Apologies for Absence**
Apologies for absence were received from Councillor Lauren Rainbow (Birmingham) and Councillor Ken Wood (Birmingham).

133. Chair's Remarks

(a) New Members

The Chair welcomed new members to the first meeting of the year and thanked former and returning members of the committee for their work and contributions during last year.

(b) Councillor Ian Brookfield

The Chair expressed her sadness at the recent death of Councillor Ian Brookfield, Leader of the City of Wolverhampton Council, and member of the WMCA Board. Members of the committee observed a minute's silence in his memory.

134. Terms of Reference

The committee considered its terms of reference.

Resolved:

- (1) The terms of reference be noted.

135. Minutes - 13 March 2023

The minutes of the meeting held on 13 March 2023 were agreed as a correct record.

136. Matters Arising

(a) Site Visit to Green Square Accord

In preparation for the next meeting of the committee on 4 September, the Statutory Scrutiny Officer agreed to arrange a site visit to Green Square Accord's LoCal Homes facility in Walsall.

(b) Grant Register

At the last meeting, it was reported that the Mayor and Portfolio Lead Members were in dialogue as to how the Social Housing Fund of £14.9m would be devolved to local authorities. The Chief Executive agreed to provide a further update at the next meeting of the committee.

137. Scrutiny within the WMCA

The committee received an introduction to overview & scrutiny within the WMCA that was supported by a joint presentation from the Governance Services Manager and Statutory Scrutiny Officer.

The presentation included information on the overview and scrutiny function, pre-development and pre-decision scrutiny, the different ways in which scrutiny could be undertaken, the power of call-in, the difference between local and combined authority scrutiny, work programming and the role and expectations of a scrutiny member.

With the announcement of the WMCA's Deeper Devolution Deal, the Levelling Up and Regeneration Bill and the forthcoming additional powers and responsibilities, the committee highlighted the importance of governance and accountability and the important role of scrutiny within the decision-making process.

Resolved:

- (1) That the introduction to overview & scrutiny within the WMCA be noted.

138. An Introduction to the West Midlands Combined Authority

The committee received a presentation from the Chief Executive on the WMCA's vision & values, the role of the WMCA and its six aims based on the key challenges within the region. Members welcomed the presentation and considered the simple and clear explanation helpful to understand the role and responsibilities of the WMCA and how it worked in partnership with local authorities.

With regards to Warwickshire County Council becoming a constituent member of the WMCA, the committee discussed the wider implications of councils applying to become a constituent member of the WMCA. The Chief Executive added that, in accordance with the law an application to become a member of the WMCA would be considered by the WMCA Board. However, the Levelling Up and Regeneration Bill as proposed, would change the way in which this decision could be made. The Chief Executive assured the committee that, if Warwickshire County Council were to explore becoming a member of the WMCA, it would examine the wider implications and would ensure that there was no financial detriment to local authorities.

To improve the partnership arrangements with constituent and non-constituent authorities, the committee emphasised the need to strengthen the links and communication arrangements between the WMCA and local authorities. During discussion, members shared the different ways in which the work and activities of the Overview & Scrutiny Committee was reported into their respective authorities.

Resolved:

- (1) The presentation be noted;
- (2) A regular update on Warwickshire County Council becoming a member of the WMCA to be provided to future meetings of the committee; and
- (3) The WMCA to explore options as to how communication between the WMCA, constituent and non-constituent authorities could be improved.

139. Scrutiny Review: The impact of the delivery of local skills training following the devolution of the Adult Education Budget to the WMCA

The committee considered a report from members of the Skills Scrutiny Panel outlining the findings of the scrutiny review that examined the impact of the devolution of the Adult Education Budget on the delivery of local skills training within the region, and identified the challenges and ways in which the WMCA and local authorities could most effectively use skills development to address short- and longer-term challenges in the region.

Following the findings of the 2020/21 review to ascertain whether the regional economic recovery proposals were meeting the needs that had been identified within the Black Country sub-region, the Overview & Scrutiny Committee considered that now was an appropriate time to undertake a further review to assess the impact and outcomes that had been delivered through the Adult Education Budget since its devolution to the WMCA in 2019.

In terms of the gaps highlighted within the review, it was recognised that an area of focus for the forthcoming year could be in relation to employer behaviour and how the Adult Education Budget could assist in terms of training employees.

In addition, members were informed of the various products and services available through the Adult Education Budget as an alternative to exam-based courses including community learning and skills bootcamps.

The Chair enquired about the levels of worklessness and age profile within the region and questioned whether this was currently measured and monitored through key performance indicators. The Interim Director of Employment & Skills confirmed that an outcomes framework was currently being developed and would be shared with the committee at a future meeting.

Resolved:

- (1) The conclusions and recommendations of the scrutiny review group be endorsed for submission to the next meeting of the Skills Advisory Board on 25 September 2023.

140. Deeper Devolution Deal - Scrutiny Implications

The committee considered a report of the Governance Services Manager on the activity and developments relating to the WMCA's Deeper Devolution Deal negotiations with the Government since the matter was last reported to the committee on 13 March.

On 15 March, as part of its Spring Budget statement, the Government announced that it had agreed with the WMCA a Deeper Devolution Deal that would provide for wide ranging provisions to devolve policy making and control over spending decisions to the region.

In announcing the Deeper Devolution Deal, the Government had highlighted the importance of governance and accountability and these enhanced accountabilities had been framed within the English Devolution Accountability Framework, which was published in March. The accountability framework would seek to ensure that mayors and other local leaders were subject to robust and effective scrutiny by local politicians.

To help build a culture of greater scrutiny and accountability, the WMCA was currently in dialogue with the Government on the development of a scrutiny protocol that would set out the relationship between the mayor, the WMCA and its scrutiny and audit functions. It was envisaged that the protocol would

be published prior to the next meeting of the committee and that a further report would be submitted for consideration.

Forming part of the WMCA's wider accountability and scrutiny framework, the Deal also introduced the idea of the region's Members of Parliament scrutinising the Mayor in four public sessions a year. The committee discussed and shared comments on the importance and critical role of scrutiny within the WMCA, the benefit of it being non-party political and the requirements for scrutiny to evolve to address the new challenges.

In response to comments regarding the region's Members of Parliament scrutinising the Mayor and the possibility of these Q&A sessions overshadowing the work of the combined authority and local authority scrutiny functions, the WMCA was currently working with the Government to develop the terms of reference for these public sessions. Members were assured that the committee would be kept abreast of developments.

Resolved:

- (1) The announcement of the Government's Deeper Devolution Deal with the WMCA, along with its expected ratification by constituent authorities during September and by the WMCA Board at its meeting on 13 October, be noted;
- (2) The publication of the English Devolution Accountability Framework and the forthcoming scrutiny protocol, setting out the Government's expectations for local accountability within institutions exercising devolved powers be welcomed;
- (3) A further report be submitted to the committee when it meets on 4 September setting out in more detail the content of the scrutiny protocol and how the WMCA intended to apply it to its overview & scrutiny function be agreed; and
- (4) The Overview & Scrutiny Committee be kept abreast on the development of the terms of reference for the region's Members of Parliament and Mayoral public sessions.

141. Grant Register

The committee considered a report of the Executive Director of Finance & Business Hub 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.

Councillor Phil Bateman enquired about the opening of the Wolverhampton Metro extension. It was agreed that a response would be provided to Councillor Phil Bateman following the meeting.

Resolved:

- (1) The grant register be noted.

142. Work Programme

The committee received a draft work programme of items that were to be considered at future meetings of the committee.

In addition to the Mayoral Q&A sessions, the Chair indicated that she would also like to explore how the Overview & Scrutiny Committee could hold the WMCA's statutory and senior officers to account.

With regards to the regeneration of brownfield land, Councillor Andrew Burrow proposed that a deep dive could be undertaken to review the cost benefits of brownfield land projects, how brownfield strategies affected and connected the region, and whether the sites identified would have been developed without the contributions from the WMCA.

The committee enquired as to whether a transport officer could also attend its next meeting to help support discussions with housing colleagues when reviewing the Affordable Homes Strategy, as transport also needed to be considered when building homes.

In terms of its focus for 2023/24, the committee agreed to focus on the performance of the WMCA and would examine the outcomes delivered against its Annual Business Plan, aims and objectives.

Resolved:

- (1) That the draft work programme be noted; and
- (2) The observations and contributions regarding the draft work programme be considered.

143. Date of Next Meeting

Monday 4 September at 10:00am

The meeting ended at 12.00 pm.



Overview & Scrutiny Committee

Date	4 September 2023
Report title	Affordable Homes Programme
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	John Godfrey, Interim Executive Director of Housing, Property and Regeneration email: john.godfrey@wmca.org.uk Rob Lamond, Head of Strategy & Analysis Housing Property & Regeneration email: rob.lamond@wmca.org.uk

Recommendation(s) for decision:

The Overview & Scrutiny Committee is recommended to:

- (1) Note the progress following the announcement of the Deeper Devolution Deal in March 2023, specifically on the joint working of the Homes England and WMCA teams relating to the Affordable Homes Programme.
- (2) Note that ongoing engagement with local authorities and other partners is ongoing, and the Overview & Scrutiny Committee members are encouraged to contribute to this and provide links where necessary into relevant stakeholders.

1.0 Purpose

- 1.1 The purpose of this report is to update the Overview & Scrutiny Committee on the trailblazer approach to delivering the Affordable Homes Programme in the West Midlands, as set out in the Deeper Devolution Deal agreed by WMCA and HM Government in March 2023.

2.0 Background

- 2.1 Within the Deeper Devolution Deal (DDD), government committed to piloting a new, two-phase trailblazer approach to the Affordable Homes Programme (AHP) in the West Midlands. The AHP is the government's flagship programme for delivering affordable housing in England, providing grant funding towards the supply of new social and affordable housing.
- 2.2 The first and current phase of the pilot relates to funding within the existing envelope of the AHP and will run to the end of the in-train programme (2021-26). The second phase will begin in any successor programme, to be agreed in the next Spending Review.
- 2.3 Over the two phases, WMCA and its local authority partners will be given increasing oversight, involvement, direction and, in the second phase, decision-making on affordable housing delivery in the region for the first time, whilst also ensuring the business case objectives and commitments of the in-train national programme are delivered and existing local authority arrangements are maintained.
- 2.4 Additionally, HM Government has committed to establishing a new wide-ranging Strategic Place Partnership, through Homes England, to support the region with ambitious plans on housing supply, investment, and urban regeneration. Homes England will work with WMCA and its constituent local authorities to agree a set of place-making outcomes, focused on delivering transformational change across the West Midlands. The Strategic Place Partnership will align expertise, funding and other relevant assets to support the delivery of these outcomes, and other strategic priorities at combined authority level.

3.0 Phase 1 – Current Affordable Homes Programme (2023-26)

- 3.1 In the first phase, WMCA will be “responsible for setting the strategic direction, leadership and strategy of the Affordable Homes Programme, priorities for investment and strategic oversight within the WMCA area”, working closely with Homes England, who will “lead on day-to-day management, monitoring, grant allocation and administration of the Affordable Homes Programme in the region”.
- 3.2 **To help WMCA meet its ambition of working with local authorities, HM Government, housing associations and industry to double the supply of affordable homes in the West Midlands**, Homes England will invest at least £200 million of Affordable Homes Programme funding within the WMCA area by March 2026 with a clear ambition for WMCA, local partners and Homes England to work together to invest up to £400 million to build more social and affordable homes by 2026. Overall funding decisions will need to be aligned and consistent with the national targets set for the current AHP, but more flexibility may be granted to take greater account of regional priorities in line with the trailblazer approach.

3.3 This will be dependent on appetite from providers, alongside the ongoing work to develop a joint pipeline and delivery plan, developed as part of the Strategic Place Partnership. To support this ambition, WMCA is working collaboratively with Homes England, local authorities and local delivery partners to identify opportunities to deploy both AHP and WMCA's existing devolved Housing and Land funding to maximise delivery of new affordable and other homes, mixed use development and estate regeneration opportunities.

4.0 Phase 2 – Successor Programme (2026 onwards)

4.1 Post 2026, WMCA, in partnership with its local authorities, will “make the key strategic decisions over local investment and spend” of Affordable Homes Programme in the WMCA area in line with its strategic framework. In this new ‘trailblazing’ model of delivery, WMCA will be responsible for adopting a strategic role on affordable housing, including some decisions currently taken by Homes England, such as agreeing sites and providers and identifying standards.

4.2 WMCA will be held accountable for delivery through a new accountability framework. Day to day administration of the Affordable Homes Programme in the West Midlands will continue to be undertaken by Homes England working to the strategy, objectives and framework set by WMCA, with Homes England reporting to WMCA on delivery of the agreed outcomes and outputs.

5.0 Implementation of the Trailblazer Approach

5.1 A joint West Midlands AHP team, comprising officers from WMCA's Housing, Property & Regeneration team and Homes England's Growth team, has been formed to establish the operational, administrative, legal, governance and other requirements of the programme. Together, the joint team are meeting with regional partners and stakeholders, including local authorities, affordable housing providers and other developers. This ongoing engagement programme is focusing initially on the objectives, requirements and implementation of the first phase of the trailblazer approach.

5.2 As part of this engagement, the team are working with local authorities and affordable housing providers to identify local priority sites and early wins for the joint pipeline and delivery plan. To further augment this pipeline, opportunities to drive additional affordable housing are also being explored. These include identification of schemes not currently meeting Local Plan affordable targets, engaging wider providers/landholders of affordable housing (for example, the Almshouse Association and Church of England) and engaging providers with a significant footprint in the sector who are not yet active or delivering at scale in the region.

5.2 In June 2023, new flexibilities were announced for the AHP, allowing for AHP grant to also be used to fund replacement homes alongside new affordable homes as part of wider estate regeneration plans. This represents a significant opportunity for the West Midlands trailblazer approach to unlock long-standing estate renewal schemes and the joint team is working with local authorities and affordable housing providers to develop a pipeline of estate regeneration projects which could be unlocked or accelerated through a joined-up funding approach.

6.0 Next steps

- 6.1 The ongoing, comprehensive joint engagement programme with local partners and wider sector stakeholders will continue. The joint West Midlands AHP team will continue working closely to identify priority sites throughout this engagement and in their respective existing pipelines to establish the joint delivery plan and priority delivery.
- 6.2 Concurrently, officers will work to develop robust monitoring and reporting processes and systems which can provide the necessary oversight and assurance of performance for WMCA Boards for the trailblazer AHP programme. This will also align with the emerging Affordable Housing Supply Strategy as detailed in another item on the agenda.

7.0 Financial Implications

- 7.1 It is noted that the purpose of this report is to update the Overview & Scrutiny Committee on the approach to delivering the Affordable Homes Programme, following on from the Deeper Devolution Deal.
- 7.2 It is understood that, in the first phase of the Programme, the WMCA will be responsible for the Strategy, as noted in a separate paper, and Homes England will be responsible for the day-to-day management, monitoring, administration and grant allocation. In the second phase, WMCA's role in this will expand and will include accountability for delivery, while day-to-day administration will remain with Homes England.
- 7.3 It is understood there is no further revenue funding allocated for WMCA to carry out these activities and this work will be undertaken from within the existing resources.
- 7.4 As the role of WMCA in this develops, there is likely to be a need for revenue funding, and this will be considered at the appropriate time. Therefore, there may be, in future, financial implications arising and any such decisions would be subject to WMCA's approved governance and assurance processes.

8.0 Legal Implications

- 8.1 Under section 113A of the Local Democracy, Economic Development and Construction Act 2009 WMCA has the power to do anything which it considers appropriate for the carrying out of its functions and anything it considers to be appropriate for purposes incidental to its functions.
- 8.2 Article 10 of the West Midlands Combined Authority Order 2016 confers the functions of the constituent councils set out in Schedule 3 on the WMCA in relation to its area and these include the functions of the constituent councils under section 1 of the Localism Act 2011 to the extent that those functions are exercisable for the purpose of economic development and regeneration. This means that WMCA may do anything which it considers appropriate for the purposes of economic development or regeneration of the combined authority area.
- 8.3 Article 10 of the West Midlands Combined Authority (Functions and Amendment) Order 2017 WMCA confers Homes England's land and infrastructure function upon WMCA in relation to WMCA's area. WMCA can exercise these functions for the purposes of or incidental to the following objects:

- 10 (1) (a) to improve the supply and quality of housing in the combined area
- 10 (1) (b) to secure the regeneration or development of land or infrastructure in the combined area
- 10(1) (c) to support in other ways the creation, regeneration or development of communities in the combined area or their continued well-being and
- 10(1) (d) to contribute to the achievement of sustainable development and good design in the combined area

8.4 WMCA will need to consider the legal and governance requirements of each phase of the Affordable Homes Programme and put into place the necessary processes and systems to provide the necessary assurances for the work undertaken. Legal advice to be sought as and when required.

9.0 Equalities Implications

9.1 There are no immediate equalities implications in relation to this report. However, the delivery plan and individual delivery schemes will need to take into account local area needs and local stakeholder needs to ensure identified opportunities benefit local residents, including harder to reach groups. To that effect equality impact assessments will need to be conducted to understand demographics, key inequality issues and how investment can help address key inequality gaps. Engagement and consultation with key equality stakeholders is also crucial.

10.0 Inclusive Growth Implications

10.1 The trailblazer approach provides WMCA with greater strategic oversight and influence on delivery of the AHP in the region. Alignment with WMCA policy and strategy focused on maximising economic benefits, housing quality, zero carbon and advanced manufacture, and creation of new job/skills opportunities across the region's communities will be central to the joint delivery plan.

11.0 Geographical Area of Report's Implications

11.1 The recommendations of this report apply to the whole of WMCA's geographical area.

12.0 Other implications

12.1 None.

13.0. Schedule of Background Papers

13.1 None.

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Overview & Scrutiny Committee

Date	4 September 2023
Report title	Affordable Housing Supply Strategy
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	John Godfrey, Interim Executive Director for Housing Property & Regeneration email: john.godfrey@wmca.org.uk Rob Lamond, Head of Strategy & Analysis email: rob.lamond@wmca.org.uk

Recommendation(s) for decision:

The Overview & Scrutiny Committee is recommended to:

- (1) Note that work on developing an '*Affordable Homes Supply Strategy*', as commissioned by the WMCA Housing & Land Delivery Board, is progressing in light of the additional remit for Affordable Homes Programme in the region as confirmed in the Deeper Devolution Deal.
- (2) Note that this work to develop an integrated strategy will be co-developed with partners, directly supporting key policy agendas of WMCA and local authorities through enabling affordable housing delivery, and addressing issues of affordability in a co-ordinated and holistic way

1.0 Purpose

- 1.1 The purpose of this report is to update Overview & Scrutiny Committee on the emerging Affordable Homes Supply Strategy following the steers of the Housing & Land Delivery Board; the proposed approach to preparing the document; the indicative content (to be co-developed with partners); and the next steps.
- 1.2 The Strategy will contribute directly to WMCA policy objectives including enabling affordable housing delivery in line with the approved Housing and Land Portfolio Deliverables and WMCA aims including:
- **Aim 3:** *To connect our communities by delivering transport, and unlocking housing and regeneration of the WMCA Annual Business Plan*
 - **Aim 4:** *To reduce carbon emissions to net zero, enhance the environment and boost climate resilience by encouraging the use of Advanced Methods of Construction, Zero Carbon Homes and design quality.*
- 1.3 The Strategy will also be informed by and aligned with the recommendations of the Overview & Scrutiny Committee's 2021/22 "Helping to Deliver Affordable and Social Housing" review, in particular the recommendation of the Review Panel:

"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."

2.0 Background

- 2.1 Housing affordability is widely recognised as a significant issue locally, regionally and nationally. The lack of genuinely affordable homes is a consistent issue raised in public surveys and research reports.
- 2.2 Despite the increase of overall new homes being delivered in the region in recent years, the issues of unaffordability and the housing market remaining out of reach for many of our residents persist. There is no panacea to the problem of affordability. The causes of unaffordability are multi-faceted and complex. Rising market prices and consumer demand outstripping wage increases, generational challenges, limited supply and regional variations are all factors that affect housing affordability in the West Midlands
- 2.2 There are also significant global and national trends including rapidly rising inflation, declining real income, increasing fuel poverty and interest rates. These trends are expected to further increase demand for affordable housing in the West Midlands.
- 2.3 Affordable housing is a cross-cutting regional issue and WMCA is working with local authorities, Homes England, housing associations, developers and investors to address the barriers to delivery and collaborate on solutions to these issues. The emerging "Affordable Housing Supply Strategy" seeks to provide clear ambitions, direction and outcomes for this work.
- 2.5 The vision underlying the anticipated Strategy is to ensure that local people can afford to live in decent homes in locations that meet their needs and thereby also support economic growth, increased productivity and Levelling Up.
- 2.6 The Strategy will also demonstrate WMCA's partnership-based approach to delivery on the ground.

3.0 Our approach

3.1 The key principles which will underpin our approach to developing this strategy are:

- WMCA working with Homes England, local authorities and other partners to ensure the supply of affordable homes meets local demand and need in terms of cost (property and running costs including fuel), tenure, quality, location, type and size
- Incorporate and align with WMCA and local authority strategies, policies, charters and frameworks including those related to net zero, brownfield first and digital connectivity
- Assessing the current challenges and barriers affecting affordable housing delivery, and exploring innovative options and solutions through a place based approach
- Working collaboratively across the affordable housing system to inform and influence the devolved Affordable Homes Programme post-2026
- WMCA acting in its capacity as a facilitator, enabler, co-investor, researcher and innovator to deliver more affordable homes for the region.

3.2 The success of the Strategy will depend on the WMCA continuing to prioritise close and effective partnership working with:

- Local authorities – who lead locally, and Arms Length Management Organisations (ALMOs)
- Homes England – national lead and key funder of Affordable Housing in England,
- Housing Associations – delivery partners with strategic links through the West Midlands Housing Association Partnership and the National Housing Federation
- For-profit Registered Providers – including Strategic Partners
- Other providers/organisations – working with potential partners including the Almshouse Association, Community Land Trusts, housing co-operatives, Shelter, the WMCA Homelessness Taskforce and others where WMCA can add regional value
- Developers – including through WMCA funded schemes and Section 106 requirements
- HM Government – to influence policy and resource allocation

3.3 The key will be working with partners to combine assets and resources in bespoke approaches to ensure that land, funding and delivery is aligned to maximise delivery.

4.0 Next steps

4.1 Since the last report to Overview & Scrutiny Committee on this subject (January 2023), the agreement of the Deeper Devolution Deal and the significant implications for the delivery of affordable housing in the region has resulted in a pause for strategy development in order to focus on the short term mobilisation and implementation of joint working with Homes England.

4.2 However, from September work is being commissioned to develop the strategy, in order to:

- Take forward the work, with partners, to co-develop an Affordable Homes Supply Strategy for endorsement in draft and final form
- Form a dedicated officer working group with representatives from local authorities, Homes England and sector groups to inform the thinking and delivery of the strategy

- Engage key industry bodies and representatives, including the WMCA Homelessness Taskforce and others, to assess and grip the latest research and ideas across the sector to shape the strategy
- Continue to engage in discussions with WMCA strategic partners to secure commitments to and views on the emerging strategy
- Monitor and evaluate the effectiveness of the Strategy against delivery on the ground.
- Ensure strategic links and connections between organisations, departments and service areas are maximised through the lens of affordability in its widest sense

5.0 Financial Implications

- 5.1 There are no direct financial implications arising from the Affordable Homes Supply Strategy paper. As noted in the report, progress is underway on the development of the Strategy and this activity will be undertaken from within the existing resources. There may be, in future, financial implications arising from decisions to progress projects in delivering against the Strategy but any such decisions would be subject to WMCA's approved governance and assurance processes.
- 5.2 Any WMCA investment into affordable homes delivery would be governed and administered through the WMCA Single Assurance Framework and in line with the accounting and taxation policies of the WMCA and HMRC.

6.0 Legal Implications

- 6.1 Under section 113A of the Local Democracy, Economic Development and Construction Act 2009 WMCA has the power to do anything which it considers appropriate for the carrying out of its functions and anything it considers to be appropriate for purposes incidental to its functions.
- 6.2 Article 10 of the West Midlands Combined Authority Order 2016 confers the functions of the constituent councils set out in Schedule 3 on the WMCA in relation to its area and these include the functions of the constituent councils under section 1 of the Localism Act 2011 to the extent that those functions are exercisable for the purpose of economic development and regeneration. This means that WMCA may do anything which it considers appropriate for the purposes of economic development or regeneration of the combined authority area.
- 6.3 Article 10 of the West Midlands Combined Authority (Functions and Amendment) Order 2017 WMCA confers Homes England's land and infrastructure function upon WMCA in relation to WMCA's area. WMCA can exercise these functions for the purposes of or incidental to the following objects:
- 10 (1) (a) to improve the supply and quality of housing in the combined area
 10 (1) (b) to secure the regeneration or development of land or infrastructure in the combined area
 10(1) (c) to support in other ways the creation, regeneration or development of communities in the combined area or their continued well-being
 and
 10(1) (d) to contribute to the achievement of sustainable development and good design in the combined area.

6.4 It is noted that the purpose of this report is to update Overview & Scrutiny Committee on the emerging Affordable Homes Supply Strategy and that the indicative content is to be co-developed with various partners including Homes England and local authorities and housing associations. WMCA will also engage with key industry bodies and representatives, including the WMCA Homelessness Taskforce and strategic partners to shape the strategy.

6.5 Legal advice should be sought at appropriate stages in the development and implementation of the Affordable Homes Supply Strategy to ensure compliance with governance and legal requirements and the necessary assurance frameworks.

7.0 Equalities Implications

7.1 There are no immediate equalities implications in relation to this report. However, individual strategies and delivery schemes will need to take into account local area needs and local stakeholder needs to ensure the schemes developed through the charter benefit local residents, including harder to reach groups. To that effect equality impact assessments will need to be conducted to understand demographics, key inequality issues and how investment can help address key inequality gaps. Engagement and consultation with key equality stakeholders is also crucial.

8.0 Inclusive Growth Implications

8.1 The proposed Affordable Homes Supply Strategy will be used to inform WMCA's approach to growing the AMC sector, zero carbon homes and future homes standard to maximise economic benefits, housing quality and job/skills opportunities across the region's communities. Promotion of zero carbon homes and advanced manufacturing in construction have the potential to reduce household energy bills which should have a positive impact on occupier costs.

9.0 Geographical Area of Report's Implications

9.1 The recommendations of this report apply to the whole of WMCA's geographical area.

10.0 Other implications

10.1 None.

11.0. Schedule of Background Papers

11.1 None.

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Overview & Scrutiny Committee

Date	4 September 2023
Report title	Affordable Housing Pilot
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Rob Lamond, Head of Strategy & Analysis email: rob.lamond@wmca.org.uk
Previous reports	2 March 2022: Affordable Housing Delivery with Housing Associations: Progress update <i>(Housing & Land Delivery Board and subsequent Overview & Scrutiny report)</i>

Recommendation(s) for decision:

The Overview & Scrutiny Committee is recommended to:

- (1) Note the continuing progress of collaboration between WMCA and registered providers (RPs) of affordable housing, including the ongoing work to establish a Pilot project, between the West Midlands Combined Authority (WMCA) and a consortium of West Midlands housing associations as part of testing the strategic intent of a joint approach to deliver additional affordable housing.
- (2) Note this work in the context of the emerging “Affordable Homes Supply Strategy” and the Deeper Devolution Deal implications for the Affordable Housing Programme (AHP) with Homes England to improve the collaboration and co-investment in the region and to enable more social and affordable housing delivery to meet local needs.

1.0 Purpose

- 1.1 The purpose of this report is to provide the Overview & Scrutiny Committee with a progress update on the ongoing work of WMCA and housing association partners to establish a more comprehensive collective approach to the delivery of additional affordable housing across the region.
- 1.2 Joint approaches and pilot initiatives contribute directly to WMCA 2023/24 Corporate Aim 3.3 to *invest in and support housing and regeneration schemes, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery* by:
- Establishing new and strengthen existing partnerships, ventures and joint approaches with public and private sector partners across the whole of the region to deliver local priorities
 - Supporting and enabling Affordable Housing Delivery across the West Midlands including new partnerships and pilot approaches
- 1.3 Subsequent to the Deeper Devolution Deal commitment towards the full devolution of Affordable Housing Programme (AHP) funding, now also in the context of:
- Enable effective delivery of the trailblazer approach to the Affordable Homes Programme in the West Midlands through collaborative working with Homes England, HMG, Local Authorities and other partners.
- 1.4 The report specifically references the work underway to develop a collaborative partner approach, tested through a pilot initiative via land disposal, with a small group of regionally based housing associations.

2.0 Context

- 2.1 The piloting of innovative new approaches to housing, land and regeneration matters in the region by WMCA is a key role of the Housing & Land Delivery Board.
- 2.2 In 2021, the Housing & Land Delivery Board approved the strategic context and rationale for developing a new joint affordable housing proposal between WMCA and a small group of housing associations. The Board was clear that the focus was to be on a proposition that could demonstrably help address regional need, support brownfield regeneration and provide true additionality.
- 2.3 Any pilot that might come forward (following robust appraisal and due diligence) would follow on and build from the Help to Own affordable housing pilot which was successfully delivered in 2021 and supported by the Housing & Land Delivery Board.
- 2.4 To deliver the significant additional affordable homes required in the region, the WMCA, under the governance of the Housing and Land Board, has focussed on providing added value to affordable housing supply in the following key areas:
- Working with Registered Providers to maximise investment into affordable homes in the West Midlands
 - Securing more private sector investment into affordable homes in the region
 - Leveraging WMCA's brownfield funds to maximise increased delivery of affordable housing, supply of new products and wider benefits to the region

- Working with Homes England to align funding programmes and systems for delivery of affordable housing, particularly in the updated context of the work underway towards the full devolution of the AHP
- Maximising the impact of public sector land disposals to address housing needs and deliver the homes local areas need

3.0 Background

- 3.1 In 2019, housing association partners (registered social housing providers, or “RPs”) from the West Midlands Housing Association Partnership (WMHAP) approached WMCA with various proposals for a joint approach to affordable housing delivery in the region on brownfield sites.
- 3.2 The aim of engagement with RPs throughout this period has been to find collaborative methods for WMCA to realise the vision for the region. A joint approach has the potential to deliver multiple benefits to the West Midlands, for example:
- It can help to influence the quality, delivery and community benefits of new development;
 - It can secure further investment into affordable housing in the region and deliver genuine additionality above the existing delivery plans of providers; and
 - It can implement policy objectives centred on additional affordable housing, design, construction, brownfield development and promoting inclusive growth.
- 3.3 The proposed approach is now based on a collaborative partnership approach with a subset of five housing associations from the WMHAP collective. These 5 RPs intend to establish a partnership (Homes for the West Midlands LLP). The RPs are supported by the wider WMHAP group, and all WMHAP partners have been included in the ongoing developments on the pilot approach and had the opportunity to take part.
- 3.4 Recognising the need to test the approach, a pilot project has been developed to test proof of concept and strategic intent.
- 3.5 **What is the pilot?**
- 3.6 The implementation of a pilot, will enable the testing of key assumptions behind the collaborative partnership approach, including partnership working, and provides a basis to test joint working relationships to deliver the key policy priorities outlined, in addition to catalytic regeneration and public transport accessibility.
- 3.7 The pilot is the result of WMCA identifying suitable surplus land, in this case the disposal of two WMCA owned sites to the LLP. The land identified used brownfield grant funds to unlock brownfield land and housing delivery. The criteria used to identify sites were; they were owned by WMCA, and no additional funding was required over that already agreed by Investment Board to deliver WMCA objectives.
- 3.8 For the avoidance of doubt, following the pilot, the land brought forward into the collaborative partnership approach would include, but not be limited to, WMCA-owned land identified as surplus. By partnering with WMCA in this way, the LLP could have the opportunity to support a pipeline of sites which can be used to optimise affordable housing, either through rent or low-cost home ownership, whilst meeting a number of wider policy objectives of WMCA including:

- Key worker housing
- Advanced Methods of Construction (AMC)
- Zero Carbon Homes initiatives
- High design standards and placemaking,
- Public sector land release (where appropriate)
- Economic recovery through investment in regenerating brownfield sites and areas, leveraging further investment, developing local skills and supply chains.

3.9 The purpose of the wider collaborative approach is to levy the combined expertise, resources and capacity of Midlands based housing associations to deliver affordable housing together with WMCA expertise, and assets to more quickly bring forward land for development; development which would support an increase in high quality placemaking affordable housing than would be delivered by the market.

3.10 Undertaking an evaluation of the performance of the pilot against a clear set of success criteria will enable us to review all aspects of the delivery model and consider if and how WMCA moves forward with the LLP to further develop the collaborative partnership approach.

4.0 Deeper Devolution Deal

4.1 The wider context of the Deeper Devolution Deal commitments to affordable housing demonstrate the scale of delivery required in the region. With full devolution of the Affordable Homes Programme expected from 2026, it is important to consider the development of initiatives in this context.

4.2 It should be noted that RPs involved in Homes for the West Midlands LLP also have strategic partnerships with Homes England as part of the Affordable Housing Programme, with four of the five housing associations in the LLP included in the latest wave of strategic partner announcements and the fifth housing association included in the January 2019 wave.

5.0 Progress to date and next steps

5.1 Progress has been made in recent months regarding the innovative joint pilot approach and its potential to deliver additional affordable homes beyond those already being delivered in the region and in a way that is complementary to local authorities and Homes England.

5.2 There has been some delay to the programme as a result of enhanced governance and legal considerations in the context of the disposal authority of the two WMCA owned sites within the pilot proposal.

5.3 The disposal of the sites is also being aligned with Single Assurance Framework (SAF) assurance for all WMCA investments.

5.4 WMCA have also undertaken due diligence work to identify the red book valuation for the site(s) value in 2023. This work has also been followed up with further valuation work around market led scheme opportunities. WMCA due diligence is ongoing and will continue throughout pilot approach stages.

5.5 Work is continuing towards an investment case to be received by Investment Board, subject to all due diligence being undertaken satisfactorily.

6.0 Key considerations

- 6.1 There is no commitment to dispose of the sites to the LLP and any decision to do so will be subject to robust appraisal and relevant WMCA approval processes and governance.
- 6.2 The proposed Pilot does NOT involve the WMCA in a formal delivery vehicle or joint venture with housing associations – the Pilot would only involve the disposal of WMCA land and the price at which this is agreed will be subject to all necessary valuation, due diligence, WMCA governance and SAF processes.
- 6.3 The sale of any land to the RP will be subject to certain protections that will influence the future use of the land for affordable housing. However, WMCA will not be a "developer" nor have direct design, development, or construction controls.
- 6.4 WMCA would assume no risk for development, the LLP will be responsible for all pre-works in order to address site viability, secure planning and select a preferred contractor and RP to undertake the works. Other housing associations not within the LLP can 'offtake' during the approved agreement (subject to the necessary agreements).

7.0 Financial Implications

- 7.1 The purpose of this report is to provide an update on the progress of the collaboration between WMCA and RPs, with a collaborative partnership approach as the preferred mechanism for doing so; and on the work to establish a pilot project to test the strategic intent of a joint approach to deliver additional affordable housing. The work on developing the pilot sits alongside the Affordable Housing Supply Strategy and the Affordable Homes Programme, both of which are the subjects of separate papers.
- 7.2 As part of this pilot WMCA are considering the disposal of two WMCA-owned sites to the RPs. As noted in the report, these sites were purchased with grant funding and their disposal is subject to separate approval. Therefore, this report is not seeking the approval of the disposal of any WMCA land. The report is, also, not seeking the approval of any investment into a partnership of any kind.
- 7.3 The work to be undertaken on the pilot activity will be undertaken from within the existing resources. There may be, in future, financial implications arising from disposing of Land and investment in into a partnership, both of which will require separate approval at Investment Board, and will be governed and administered through WMCA's Single Assurance Framework and appropriate governance processes.

8.0 Legal Implications

- 8.1 Under section 113A of the Local Democracy, Economic Development and Construction Act 2009 WMCA has the power to do anything which it considers appropriate for the carrying out of its functions and anything it considers to be appropriate for purposes incidental to its functions.
- 8.2 Article 10 of the West Midlands Combined Authority Order 2016 confers the functions of the constituent councils set out in Schedule 3 on the WMCA in relation to its area and these include the functions of the constituent councils under section 1 of the Localism Act 2011 to the extent that those functions are exercisable for the purpose of economic development and regeneration. This means that WMCA may do anything which it

considers appropriate for the purposes of economic development or regeneration of the combined authority area.

8.3 Article 10 of the West Midlands Combined Authority (Functions and Amendment) Order 2017 WMCA confers Homes England's land and infrastructure function upon WMCA in relation to WMCA's area. WMCA can exercise these functions for the purposes of or incidental to the following objects:

10 (1) (a) to improve the supply and quality of housing in the combined area

10 (1) (b) to secure the regeneration or development of land or infrastructure in the combined area

10(1) (c) to support in other ways the creation, regeneration or development of communities in the combined area or their continued well-being and

10(1) (d) to contribute to the achievement of sustainable development and good design in the combined area

Legal advice to be sought as and when required in the development of the pilot project.

9.0 Equalities Implications

9.1 A full Equalities Impact Assessment will be completed in parallel with the development of an investment case for the pilot project. This will assess the potential impacts of the proposed pilot and any mitigations required.

10.0 Inclusive Growth Implications

10.1 The proposed pilot project would operate via the WMCA's Single Commissioning Framework which includes Inclusive Growth outcomes including affordable housing, use of local labour and suppliers, and quality of design and placemaking as part of the key criteria for investment by the WMCA.

11.0 Geographical Area of Report's Implications

11.1 The pilot proposal covers the whole geography of the WMCA region.

12.0 Other implications

12.1 None.

13.0. Schedule of Background Papers

13.1 None.



Overview & Scrutiny Committee

Date	4 September 2023
Report title	Performance Reporting against Annual Business Plan Deliverables
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Linda Horne, Executive Director of Finance and Business Hub email: linda.horne@wmca.org.uk

Recommendation(s) for action or decision:

The Overview & Scrutiny Committee is recommended to:

- (1) Review and comment on the performance of the WMCA against the Annual Business Plan deliverables.

1. Purpose

This paper sets out context to the monitoring and reporting of the Annual Business Plan, how this will be shared bi-annually with OSC and an update on year-to-date performance. This is in line with the performance roadmap approved by Executive Board to support the shift towards data-driven, evidence-based decision making.

2. Background

- 2.1 There have been two successive integrated Annual Business Plans and budgets and we are commencing the process for the third year in September. This is a vital link in the 'golden thread' between the WMCA Aims and Objectives, through Directorate and team plans and into the Individual Performance Management (IPM) goals of employees across the organisation. The Annual Business Plan sets out all activity to be delivered in-year aligned to those aims and objectives. We not only detail capital project activity but business as usual and the resourcing (both financial and people) to deliver a balanced budget.

2.2 Activity is measured by performance indicator outputs currently called High Level Deliverables (HLD). Performance against outputs is reported to the Executive Board monthly through a visually rich Power BI dashboard that triangulates against the Strategic Risk Register and capital spend. There is also an exception report detailing the mitigation commentary for any indicator that is amber or red.

3. Performance Monitoring of the Annual Business Plan

3.1 Performance indicators are approved by the WMCA Board in February alongside the Budget. In this current year there are 127 HLDs and beneath that there are SMART milestones that provide granular detail and are profiled by month with measures and targets. There are a number of milestones for each HLD and they are weighted depending on how much they contribute to the completion of that HLD.

3.2 The intention is to share performance against the Annual Business Plan twice yearly with OSC. This will provide assurance of Executive Board responses and action taken towards slippage. The July report will set out the output performance indicators for the current financial year and is likely to be mostly green for the first quarter (April – June). The second report will be in January and will provide cumulative performance over the first three quarters including trends and projected year-end position with a focus on those indicators that are red and amber.

4. Year to date performance by exception

4.1 At the end of July, there were 7 red and amber HLDs of which 1 red HLD is currently at risk.

- HLD 21 - Establish Life Chances Commission is owned by the ESC directorate and is a Mayoral commitment. A meeting with the Mayor has been scheduled for the end of August to discuss progress and actions.

4.2 For the remaining 6 amber HLDs there are no adverse implications to note and no significant delays at this stage and they will continue to be monitored. Mitigation commentary is provided to Executive Board in the report.

5. Legal Implications

5.1 None

6. Impact on Delivery of Strategic Transport Plan

6.1 None

7. Equalities Implications

7.1 None

8. Inclusive Growth Implications

8.1 None

9. Geographical Area of Reports Implications

9.1 None

10. Other Implications

10.1 None

11. Schedule of Background Papers

11.1 Appendix – Annual Business Plan 2023/24

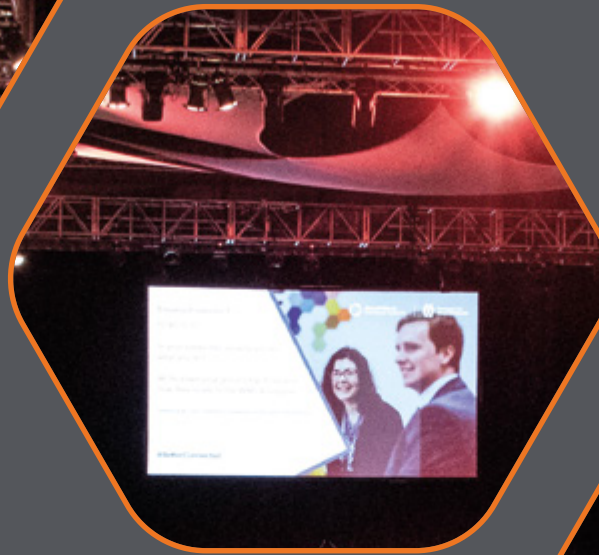
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Annual Business Plan 2023 – 2024

Our vision is that by 2030 we will make the West Midlands one of the fairest, greenest and best connected places to live, work and play.



West Midlands
Combined Authority



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Foreword from Laura Shoaf

Chief Executive, West Midlands Combined Authority (WMCA)

2023 has already seen a tremendous change for the organisation. The new Trailblazer deeper devolution deal has secured an exciting future for the region, by bringing more powers, influence and funding out of Westminster to the West Midlands.

The new and hard earned devolution deal puts the WMCA in an incredibly important strategic position. Through our delivery of housing and regeneration, the skills agenda, business support, transport, net zero ambitions and much more, we have to demonstrate our impact and show the government's trust in us was well placed.

The fact we are entering this new phase in the region's journey is testament to the success of the WMCA to date.

In the coming months, we will become an even more ambitious and agile catalyst for our constituent members, partners and the residents of the West Midlands.

This won't be without its challenges. Implementation of the deal will demand innovative solutions from process to delivery. And we will be doing this work with the backdrop of the region facing a challenging economic environment with long standing productivity, and labour market challenges.

But, I know, working together we will thrive and blaze a trail for other regions around the country seeking the privileged position we are in.

This document sets out what we are looking to deliver and details the key priorities each Directorate will be working on in the coming 12 months. And we have an ambitious agenda; from our investment in housing and net zero goals, to upskilling our workforce and delivering pioneering transport programmes.

Implementing the six themes of #BetterConnected will push us to work differently and be more creative. We have made a start on these already, but we know we must do more. By the start of the year we will have a People & Culture strategy that recognises your role in this organisation and how we can best nurture and manage your talent.

Each and every one of us through our individual performance goals will be responsible for making that happen.

We achieved some fantastic things in 2022/2023 some of which are highlighted in this document – thank you. I look forward to seeing what we can achieve together in 2023/2024.



Laura Shoaf
Chief Executive, WMCA

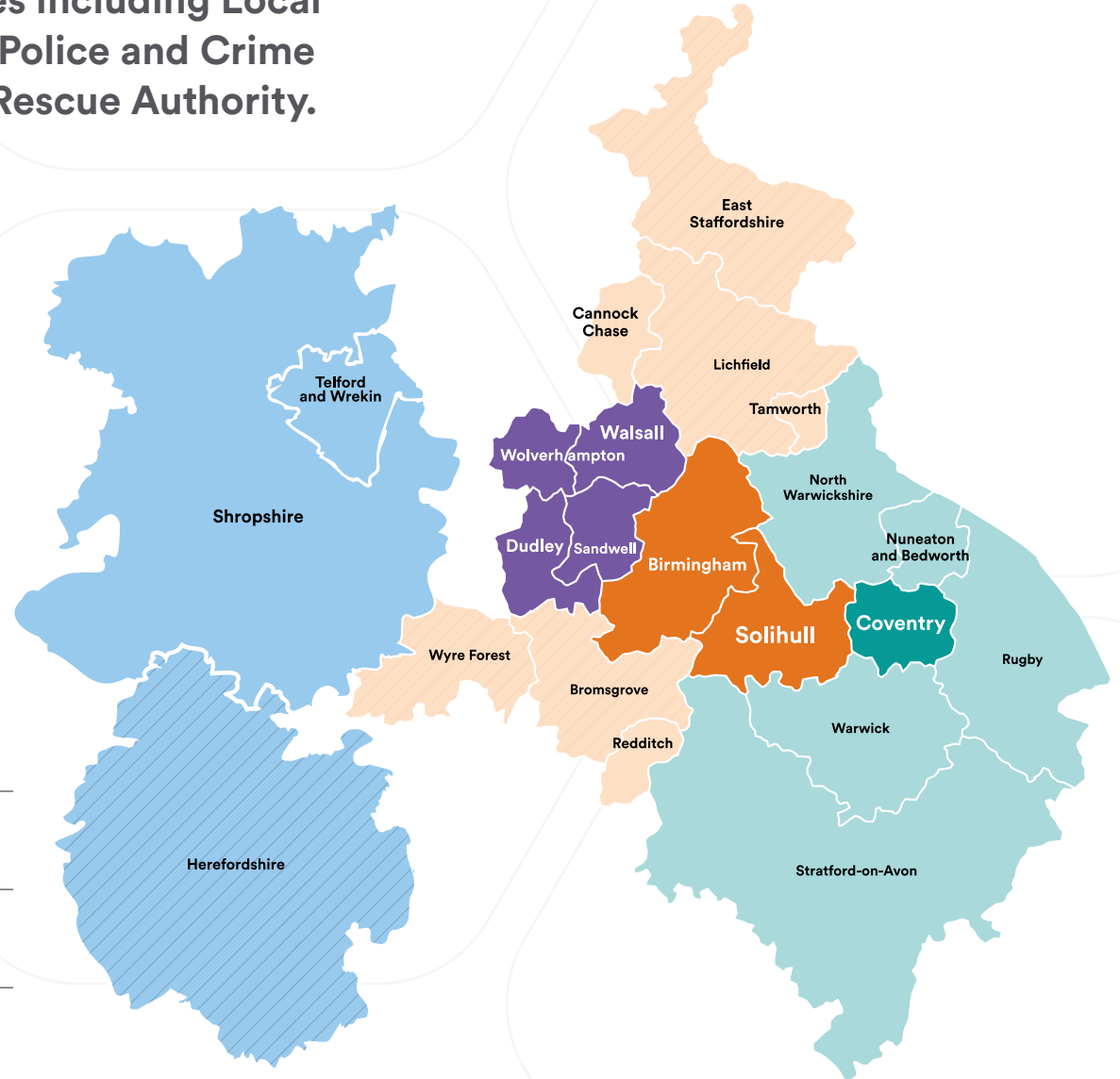
Who We Are

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.

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 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	The Marches LEP
Constituent Authority				
Non-Constituent Authority				
Observers				

WMCA Statutory Functions

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:

- Connecting Others
- Action with Regional Scale Impact

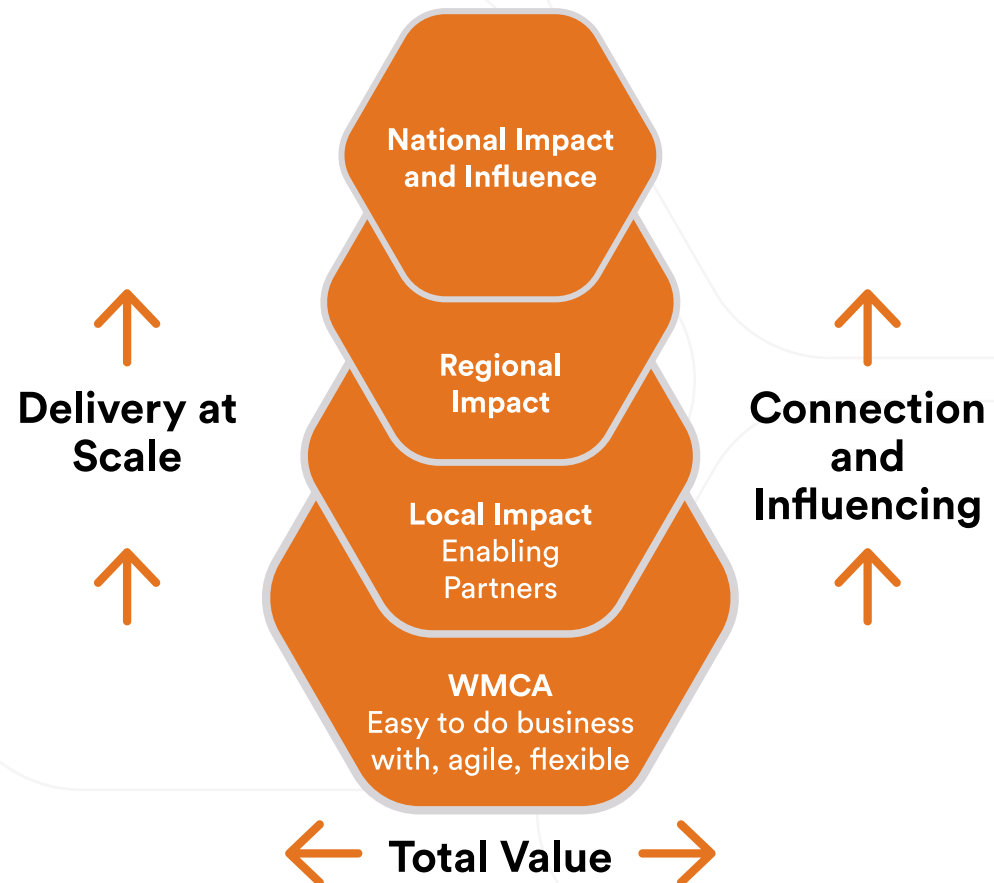
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WMCA statutory functions:

- 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

Our Vision

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



Strategic Context

As we enter a new financial year, the economic context remains very challenging. Adjusting to Brexit has had a big impact on trade and investment

The disruption caused by the pandemic has had a big effect on the labour market and employment patterns; and the war in Ukraine has hit businesses and consumers hard as inflation has soared. The West Midlands is particularly challenged as the shape of the regional economy leaves it particularly exposed to these trends.

On the positive side, there is growing recognition that if we are to address these challenges, the WMCA needs a bigger role. Last year's Levelling Up White Paper set out plans to unlock fairer growth across the nation and we have gone on to negotiate a ground-breaking deeper devolution deal giving us more levers to address our economic challenges.

Strategically, the Plan for Growth, Investment Prospectus, Net Zero Five Year Plan and our new Local Transport Plan demonstrate we are primed and ready to drive change. It won't be easy, but working alongside our constituent authorities and other regional partners, the journey to a fairer, greener, better connected West Midlands is taking shape.



Deeper Devolution Deal

A landmark deal for the West Midlands

For the West Midlands this landmark deal, announced during the Spring budget and estimated to be worth in the region of £1.5bn, will reboot the economy, provide vital housing, jobs and skills, bolster our existing strengths in transport and Smart City Region innovation.

It will drive our net zero ambitions – generating economic growth and levelling up outcomes for all our residents and communities.

Some highlights are summarised below and more information can be found at [Devolution Deal for the West Midlands \(wmca.org.uk\)](http://Devolution Deal for the West Midlands (wmca.org.uk)).

For us at the WMCA this deal gives us more certainty about our funding in years to come so that we can work more strategically to boost jobs, business, housing, transport and the environment. A deal of this scale will provide plenty of new opportunities for us and will bring further attention to the great work we're already doing at the Combined Authority.

The Deeper Devolution Deal was announced as this Business Plan was going to print so it could mean that a lot of the information provided on priorities and our High Level Deliverables shifts during the year. We will take time to consider the detail and we will be developing mobilisation plans as that detail unfolds. We will need to be innovative, flexible and better connected throughout the organisation as we continue to deliver with our partners for the West Midlands.

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A single funding settlement, where we will be treated as if we were a government department, enabling the region to prioritise, target and decide how funding is spent in key areas.



A landmark housing deal worth up to £500 million.



Fiscal devolution, including committed 10-year retention of business rates – worth an estimated £45m a year to the WMCA and its partner authorities.



Up to six levelling up zones – where priority areas will be chosen by WMCA and our partners to receive support to accelerate growth, development and regeneration.



Recognition of, and resources to support, the region's environmental, energy and net zero ambitions and a commitment to devolve retrofit funding from 2025.



Empowering the region's transport transformation through devolution of bus service operator grants and a new partnership with Great British Railways.



Greater responsibility and oversight of post-16 and 19 education and skills, and the establishment of a unique partnership with DWP to target employment support.



A stronger role in supporting business productivity, trade and investment and innovation, through influence of some of the key national levers of funding and policy development.

Our Achievements 2022 to 2023

We achieved many things in 2022 and 2023

The success of the Commonwealth Games has changed people's perception of Birmingham. There were three times as many investment enquiries than the same time last year. This has led to more money being allocated to the region for improving our communities.

How do we continue to work together to achieve more in 2023?



West Midlands Combined Authority

2023 to 2024 priorities

- We are committed to our vision for the region to become a better connected, more prosperous, fairer, greener and healthier region
- To be an ambitious, forward thinking and determined organisation.
- One organisation – and one team – valuing equality, accessibility and diversity.
- We use public money wisely and effectively, delivering real value for people and understanding what our impact is.
- Our leaders support, promote and grow talent across the organisation and lead from the front.
- We work with our local authority and external partners to keep the region moving.
- We want to be become connected across the region and with each other.
- Through the City Region Sustainable Transport Settlement (CRSTS) funding we will deliver long term, sustainable transport investment with an established programme of projects.
- We will keep the West Midlands moving through a shared understanding of the transport challenges we face – empowering our communities to contribute to solutions.
- Implementing the hard-earned new powers and funding secured in the trailblazer deeper devolution deal.

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Chief Executive Office

The Chief Executive office, in addition to Laura who runs the WMCA, hosts other departments such as Law & Governance and Communications.



Helen Edwards
Director of Law and Governance



Julia Cleary
Head of Corporate Support and Governance



Jayne Middleton
Interim Legal Services Manager



Alex Walker
Director of Communications



Laura Shoaf
Chief Executive

Achievements 2022 – 2023

Legal & Governance

Our team have provided key, expert advice across a number of challenging areas including:

- Contributing to the successful delivery of the Commonwealth Games and high profile transport projects such as the Coventry and Perry Barr stations and Metro extension.
- Advising on the introduction of a dynamic purchasing system to procure providers for multiple projects in the Economic Delivery, Skills & Communities Directorate.
- Launching the Modern.gov system to allow better management of governance across the WMCA

Communications

The last 12 months has been an intensive period for our team and they have delivered consistently high quality communication and reputation management for all parts of the organisation. Highlights include:

- Playing a critical role in enabling over 1m spectators move around the region during the Commonwealth Games and delivering a £1.5m campaign to minimise disruption for residents.

- Launching the Plan for Growth event in July which was well attended and secured media coverage and the Pineapple Road station consultation that had over 5000 responses.
- Reaching over 1.5 million residents across WMCA social media channels and and 7.5m people across the TfWM social media channel during the course of the year.



2023 – 2024 Priorities

- Introduce a case management system for legal services, to increase the efficiency of the team and the ability to plan resources more efficiently.
- Review of the Constitution to ensure it meets best practice and enhances good governance.
- Review of all companies in which WMCA has an interest to ensure robust governance oversight.
- Finalise the communications' restructure which will deliver the WMCA a modern, integrated function that can focus on the priorities of the organisation efficiently and effectively.
- Agree WMCA's first Communications Strategy to compliment the annual business plan and ensure the story of the organisation and Mayor is told in a proactive and purposeful way.
- Promote the Trailblazer deeper devolution deal and explain what it means for all our audiences, from residents to businesses, from staff to potential new recruits.

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Economic Delivery, Skills and Communities

The Economic Delivery, Skills and Communities Directorate was formed in 2022 to bring together the Combined Authority's work on the economy, business support, skills, health and communities.

This is an exciting development that has enabled us to think more holistically about the challenges and opportunities facing the region, and to work with our regional partners to make more of a difference in achieving our ambitions.



Clare Hatton

Director of Employment & Skills



Paul Edwards

Head of Economic Development & Delivery



David Gaughan

Head of Employer Services



Dr Fiona Aldridge

Head of Insight & Intelligence



Mubasshir Ajaz

Head of Health & Communities



Jonathan Skinner

Head of Economic Policy & Partnership



Tony O'Callaghan

Head of Skills Development



Dr Julie Nugent

Executive Director of Economic Delivery, Skills & Communities

Achievements 2022–2023

- We launched our Plan for Growth, our ambitious strategy for boosting growth, spreading opportunity and jobs, to help level-up the region.
- We exceeded our target of securing £40m of apprenticeship levy transfer funds ahead of schedule. We have used these funds to support more than 3,000 apprentices to begin a new career and 1,000 SMEs to develop talent within their business.
- Through our skills bootcamps we supported more than 2,000 adults who were unemployed or looking to upskill to get a better paid job. We also secured additional funding for 4,000 more bootcamp places by 2024.

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2023 – 2024 Priorities

- Deliver Plan for Growth, spreading opportunity and jobs across the region, in 8 key clusters which show strong potential to deliver growth.
- Support more of the region's businesses to be resilient and grow faster, including through our business support offer and innovation accelerator.
- Meet the skills needs of businesses and ensure that everyone can benefit from economic growth, by training and supporting more of our residents to enter the labour market and access good jobs.

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Housing, Property & Regeneration

We continue to lead the way across regeneration, housing and property in the West Midlands.

From investing in brownfield regeneration and acquiring strategic sites to delivering pioneering regional policy initiatives and hybrid working models for WMCA HQ.

HPR are an ambitious and delivery focused directorate who engage with partners across the public and private sector to unlock opportunities and remove barriers to create fairer, greener and healthier communities and a more prosperous and better-connected region.

HPR remain one of the national leaders investing in schemes that build high quality developments and prioritise the delivery of affordable, safe and future proof homes, communities and commercial space.

Through strong relationships with HM Government, local authorities, developers, investors and other partners, HPR have the track record and are a trusted partner to deliver wider placemaking initiatives and inclusive economic growth in the West Midlands.

HPR are motivated by the positive changes being made through devolution for the West Midlands and continue to grow and succeed, putting communities at the heart of what we do.



Rob Lamond
Head of Strategy & Analysis



Nigel Ford
Head of Property & Strategic Assets



Dr Colin Clinton
Head of Business Development & Partnerships



Jo Trilloe
Head of Facilities Management and Building/Estate Service Management



Particia Wiloughby
Head of Policy & Planning



Gareth Bradford
Executive Director of Housing, Property & Regeneration

Achievements 2022 – 2023

- Launched a landmark strategic partnership with Legal & General, committing £4bn over the next 7 years and delivered an extensive engagement programme with new and existing investor, developer and public sector partners, following the launch of the West Midlands Investment Prospectus in March 2022.
- Negotiated a trailblazing devolution deal with HM Government, seeking ambitious changes to WMCA's devolved powers and resources, strengthening the region and creating opportunities for future success, driving local and regional priorities in the West Midlands.
- Launched the Public Land Charter, bringing together public sector organisations across the region to help unlock sites for inclusive economic growth.
- Launched a new partnership with the Cabinet Office, prioritising joint working and placemaking amongst public authorities and committing £500,000 to the region.
- Led on the delivery of WMCA's cross-cutting Ways of Working programme, providing a flexible and hybrid working model that puts staff at the heart of WMCA HQ.
- Continued to build a comprehensive pipeline of land and investment projects, working with the region's local authorities to identify priority areas for WMCA intervention and devolved funds for the homes, communities and jobs of the future.



2023–2024 Priorities

- Invest in and support housing and regeneration schemes, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery.
- Support and deliver coordinated investment packages with our partners across key corridors and local, town, and city centres.
- Be national pioneers in advanced manufacturing in construction, zero carbon housing, and brownfield regeneration and delivery, informed by research at the National Brownfield Institute.

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Strategy, Integration & Net Zero

The Strategy, Integration & Net Zero Directorate was newly formed in 2022.

It brings fresh impetus to strategy development and co-ordination across the combined authority and closer collaboration with regional partners.

Over the past year these efforts have focused on delivering a 'trailblazing' deeper devolution deal – one of only two such pioneering deals in England.

The coming year will be dominated by the implementation of the deeper devolution deal. With implications across the combined authority, the SINZ directorate will continue to support and co-ordinate policy development, research and partner engagement necessary to make the whole greater than the sum of its parts.



Ex Cox
Executive Director of Strategy,
Integration & Net Zero



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Claire Dhmi

Head of System Change & Inclusion



Jackie Homan

Head of Environment



Si Chun Lam

Head of Research, Intelligence &
Inclusive Growth



Cheryl Hiles

Director of Energy Capital



Melissa Brown

Head of Policy & Public Affairs

Achievements 2022–2023

- We have brought in a new, cross-cutting approach to research and intelligence across the combined authority.
- The Young Combined Authority, Faith Strategic Partnership Group, and Homelessness Taskforce have continued to challenge us to develop more systemic approaches to inclusion and equality in the region. Our new Race Equalities Taskforce has delivered its initial strategy and action plan.
- The combined authority's work on energy and the environment has grown rapidly, drawing in new resources and capacity as we scale-up efforts for the region to be carbon zero by 2041.
- Our retrofitSMARThub is now delivering several retrofit projects, including a pipeline of Net Zero Neighbourhoods.
- We launched an Industrial Energy Taskforce to support energy-intensive businesses through the energy crisis.
- Our environment team continues to drive programs on tree planting, climate adaptation, the circular economy, and carbon literacy.
- The WMCA was awarded an A-grade by the Carbon Disclosure Project, putting it in the top 12% of global city-regions.



2023–2024 Priorities

- We will work to introduce a streamlined single accountability framework, building on our inclusive growth framework. We will work with regional partners to build a vision.
- With new sources of funding for work on culture and heritage, digital, and the social economy, we expect to work with local and regional partners to raise the profile and delivery potential in each of these vital sectors.
- The Homelessness Taskforce is embarking on a new program with WMCA leadership team to take a more systemic approach to designing out homelessness. We will be implementing the thematic priorities identified by the Race Equalities Taskforce.
- As the energy crisis continues, our housing retrofit programs will continue to scale-up, and the first of our Net Zero Neighbourhoods in Dudley will take shape. The Industrial Energy Taskforce will deliver its final report, and new programs for industrial decarbonization will be launched.
- With new funding from the Woodland Trust, we will launch a West Midlands Forest Partnership to galvanize tree-planting in the region. We will scale-up our Community Environmental Grants program.
- We will publish the region's first Regional Air Quality Framework and take forward action plans on the circular economy and climate adaptation. All of this will be supported by a new Greener Together Citizens' Panel.



Transport for West Midlands

Our goal is to create a world-class transport system that works for the people of the West Midlands.

Our projects across bus, rail, tram and active travel will help to improve transport in our region. Our new Local Transport Plan sets out the changes we are making to improve the way we plan and manage transport in the region so that we have a network that allows everyone to benefit from safe, reliable and affordable public transport.



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Mark Corbin
Director of Network Resilience



Sandeep Shingadia
Director of Strategic Partnerships & Delivery



Tom Painter
Interim Director of Rail



Graham Jones
Director of Delivery



Pete Bond
Director of Integrated Transport Services



Michael Anderson
West Midlands Metro Projects Director



Sophie Allison
Interim Managing Director (Midland Metro Ltd)



Jason Danbury
Strategic Head of Digital & Data



Mike Waters
Director of Policy, Strategy & Innovation



Anne Shaw
Executive Director of
Transport for West Midlands

Achievements 2022 – 2023

- Through our Regional Transport Coordination Centre, we delivered an award-winning, world-class transport program for the Birmingham 2022 Commonwealth Games. This included opening the refurbished Perry Barr Rail Station, Phase 1 opening of University Station with widened platforms, and the completion of Phase 1 of Sprint.
- During the games, we transported over 1.5 million spectators and 40,000 workforce, all while keeping the residents of the West Midlands at the heart of what we do. We ensured we minimized disruption to their daily lives through an enhanced Travel Demand Management and Traffic Management program.
- We secured £88 million for bus improvements and £1.3 billion to transform road, bus, rail, tram, cycling, and walking infrastructure across the region through the City Region Sustainable Transport Settlement.
- Swift continued to grow in popularity across the region with a record high 90% customer satisfaction and the leading best value cap outside of London. Swift vending machines are now at all key bus stations and Birmingham Airport, with more rolling out across the network during 2023.
- The Policy and Strategy Team led a refresh of the Local Transport Plan, with a new Core Strategy being approved in early 2023 and a set of 6 Big Moves being developed throughout 2023/24.
- We have created our Internal Digital and Data Strategy that sets out to enhance our digital maturity and improve the digital and data provision. This will support and enable all areas of WMCA.



2023–2024 Priorities

- Transport for West Midlands (TfWM) will provide journeys for everyone. At TfWM, we believe a region thrives on having inclusive and sustainable transport options. Options that people both want to use and can use. Transport that positively shapes the region, improves the local environment and health of our resident population.
- Following the commissioning of a Skills Insight Report, in 2023/24 the Transport Skills Academy will support the skills and training priorities for developing the Future Technical Leaders workforce over the next ten years.
- We will deliver our Mobility-as-a-Service (MaaS) programme during 2023, a cross collaboration project with local service providers. At the same time the team is working to deliver another multi-local authority project, seeking to digitise all traffic orders.
- TfWM will continue work on the other two extensions throughout the year with construction ramping up along the old South Staffordshire railway corridor to link the existing Metro route at Wednesbury through to Dudley, as Phase 1 of the Wednesbury to Brierley Hill extension.
- We will expand the role of the Regional Transport Coordination Centre to support improvements to bus performance, work with partners to manage and maintain the operation of services across the region, and work with government to attract further funding and devolution to the region to support and protect essential public transport services.
- We will continue to modernise our digital and data infrastructure and core systems with a focus on Integrated Back Office, Customer Relationship Management (CRM), Organisational Work Hub and Data Platforms.
- We will build a Digital and Data community across all areas of the business, developing and supporting devolved local specialists, as well as enhancing our core Digital and Data services.



Finance and Business Hub

We want to help to deliver the future ambition of WMCA by growing a cohesive team of forward thinking, insightful, innovative, respected & 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.



Laurence Adams
Head of Human Resources



Ian Martin
Director for Investment and Commercial Activities



Fiona Bebbington
Head of Business Improvement



Carl Pearson
Head of Major Funding



Louise Cowen
Head of Financial Management



Kate Taylor
Head of Finance Business Partnering



Linda Horne
Executive Director of Finance

Achievements 2022 – 2023

- Invested heavily in our people through expanding our teams – HR & Procurement in particular – and growing our expertise in Risk, Insurance, Assurance, and Investments.
- Adopting the Business Partnering approach giving greater support to each Directorate to support delivery of strategic Aims & Objectives.
- Delivering new technology and systems – such as our best in class recruitment platform and Business World, giving us a single point of truth and enabling people to make more informed data-driven, evidence-based decisions.

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2023 – 2024 Priorities

- Driving improvement in major project management capability through an increase in business case quality and compliance through our Single Assurance Framework.
- Continue to develop a Performance Management culture that encourages visibility of performance and supports evidence-based decision making allowing everyone to see the link between their Individual Performance Management goals and meeting our corporate aims and objectives.
- A real focus on our People – developing a People & Culture Strategy that sets out how we will encourage and grow talent.
- To deliver a balanced budget against a backdrop of national level fiscal uncertainty.

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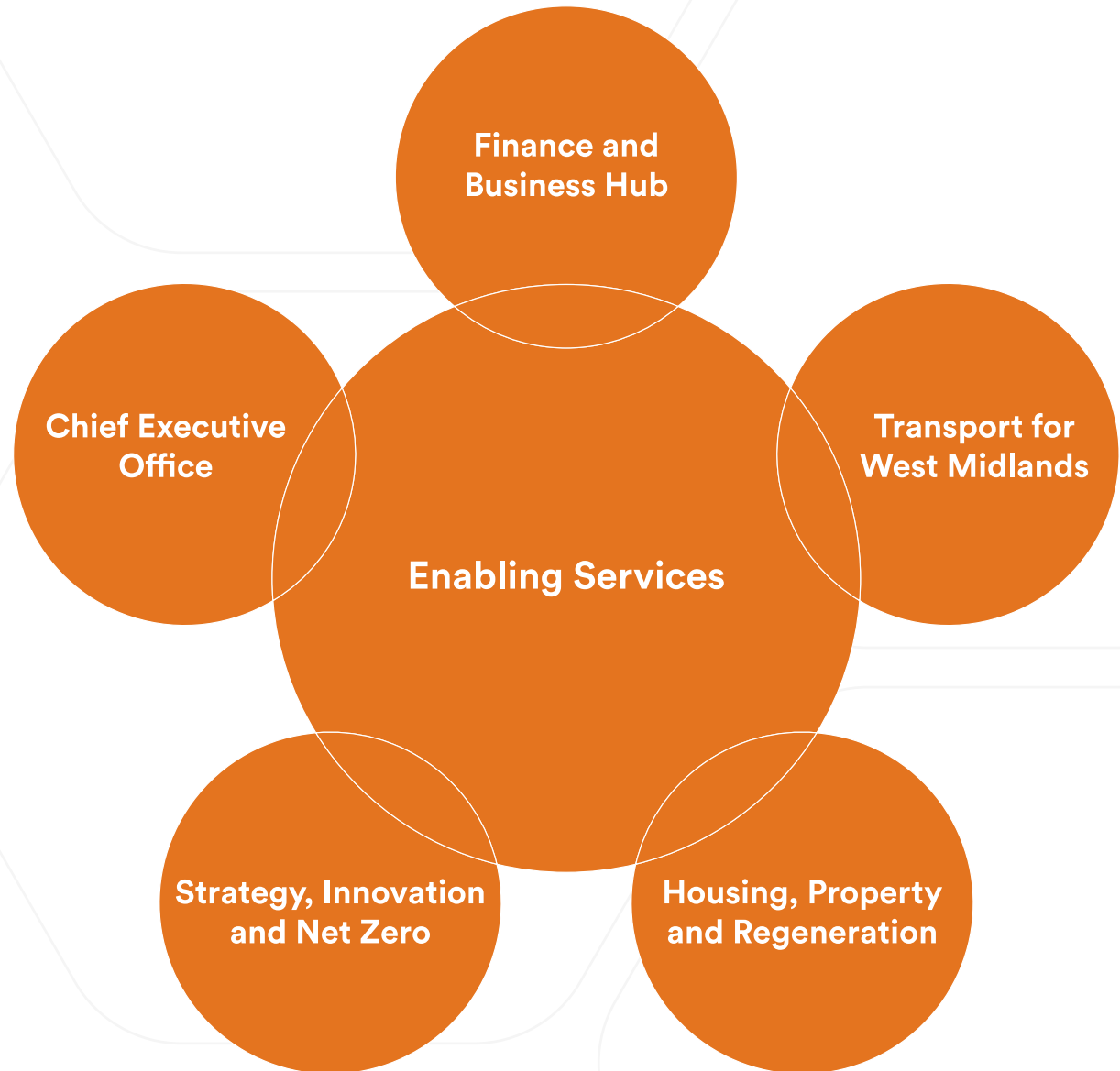
Enabling Services

2023 – 2024 Priorities

Enabling Services teams are at the heart of the organisation – collaborating and supporting Directorates to deliver.

Our Enabling Services don't all sit within one Directorate as the diagram shows, but together, are a team of specialists offering professional support from the following teams across the whole of the WMCA:

- Legal & Governance
- Communications
- Digital & Data
- HR
- Business Improvement
- Procurement
- Finance
- Assurance & Appraisal
- Commercial & Investment
- Equalities & Inclusion
- Facilities & Asset Management



#BetterConnected

People are our best resource and vital to our success.

We all achieve more when we work in a more integrated way.

That's why we launched #BetterConnected in the summer of 2022. It's an exciting time for the WMCA and we are engaging with staff on how best to be a more integrated organisation and find the solutions to help co-create the next steps on our journey.

After a number of SLT drop-ins, 6 themes were identified:

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People – Connecting our people, sharing our experiences, understanding our values, and cross-cutting ways of working.

- Places – Connecting our people to places, combining our services for greater impact and sustainability.
- Partners – Connecting with partners to combine expertise in delivering relevant and excellent services.
- Processes – Connecting fair and transparent processes enabling work to flow across the organization, bringing clarity to decision making.

- Information – Connecting our people, places, and services in gathering and sharing knowledge.
- Hybrid – Connecting our ways of working to meet people and organizational needs to achieve our best.

Our #BetterConnected journey has already started. [View our latest updates and webinars](#) on the intranet.

This is Our People

Equality, Diversity & Inclusion are hugely important to us and we want our people to represent the communities in which we work. Our People & Culture strategy being delivered in 2023 will build upon that.

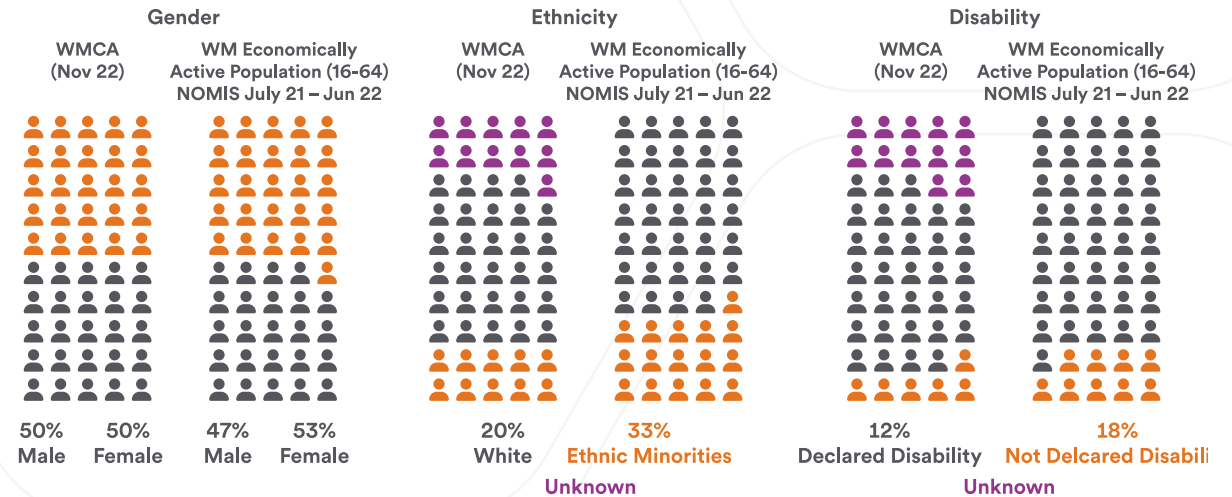
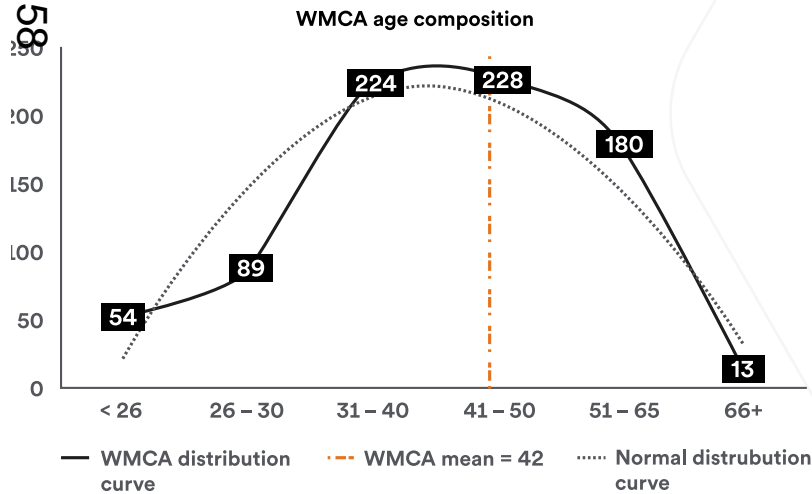
The graphics below show how far we have come in a number of the key protected characteristics.

We have a slightly younger workforce on average compared to local government figures (42 compared with 45) and have an even gender split compared to WM economically active population figures.

Our ethnicity and disability numbers are slightly lower than the regional comparisons and we want to improve upon that. Our EDI team sit within the SINZ Directorate and staff networks will be leading on this in 2023.

[Read more about Equality, Diversity and Inclusion on the intranet.](#)

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This diagram shows the links between Better Connected and the first People & Culture Strategy, being launched in April 2023.

The strategy will set out what great looks like for you, our biggest and most valuable resource in WMCA. The strategy is built on three main principles, see diagram, guiding the journey from attraction and recruitment and setting out how the WMCA will operate.

This is a really bold vision that will support the transformation of the WMCA.

Create an agile, curious and learning organisation – be a learning organisation and encourage our people to learn, be curious and open to new ideas.

Provide the environment to help everyone bring their best energy and thrive – ensure colleagues feel connected to our purpose and operate in an environment where they can deliver high performance.

Think and act as ‘One team WMCA’ aligned to our overall purpose, values and strategy – develop a community of collaborators focussed on delivery of our purpose. Enable everyone to participate and contribute, together we are responsible for creating our culture.

The Journey of #BetterConnected

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People and Culture Strategy

- 1** Create an agile, curious and learning organisation.
- 2** Provide the environment to help everyone bring their best energy and thrive.
- 3** Think and act as ‘One team WMCA’ aligned to our overall purpose, values and strategy.

Our Organisational Development & Engagement team have worked with stakeholders to review our approach to learning and development. We're committed to developing a highly skilled workforce that champions the needs of the region's businesses and residents.

We want to make sure all our staff have access to the learning, development and training opportunities that give them the right knowledge and skills to carry out their roles and respond to changing needs. Our approach is set out here.

To support the Golden Thread in linking our people to the 6 Corporate WMCA Aims & Objectives we have an Individual Performance Management (IPM) system that allows staff and managers to see a direct link with their own personal objectives and those of the organisation.

90% of our workforce had personal objectives that are linked to our WMCA Aims & Objectives in 2022/23

[Read more about our Learning & development offer and download the L&D Brochure on the intranet.](#)



A blended approach to learning: face to face and online sessions



A bitesize "Management Fundamentals" development programme



Mandatory training modules to ensure staff understand their responsibilities in keeping themselves and the organisation safe



A culture of coaching and mentoring



Support for professional competence and qualification where it relates to the role



Implementation of an e-learning platform, hosting materials to support learning (Learning Pool)



A move away from traditional training courses to bitesize learning events, that better fit with busy work days

2023 WMCA Xtras Awards

A celebration of our staff and their contribution to the values and culture of our organisation. Five categories represented our values, they were: Driven, Innovative, Collaborative, Inclusive and Mental Health and Wellbeing, with a special sixth category going to the Graduate of the Year.

Driven

For a team who sets high standards and always wants to exceed them, takes ownership for their performance and outcomes and learning and has improved how we work at the WMCA

Winner: Programme Assurance & Appraisal Team



For their work to drive compliance with the Single Assurance Framework whilst providing a second line of defence assurance and appraisal function, giving senior leaders and WMCA Board confidence that resources for which we are accountable, are being managed effectively, and provide value for money.

Innovation

For a team who has delivered real impact to a region in the West Midlands through innovation.

Winner: The Environment Team



For putting Net Zero on the map at the WMCA, across the region, across the country and now the world through.

Inclusive

For a team who create a positive working environment, encourages, and supports each other and who has ensured that inclusivity is at the heart of what they do.

Winner: Transport Skills Academy Team



For ensuring all their work is inclusive by equipping people with what they need to succeed whether that's a word of encouragement, a reasonable adjustment in training and development or a listening ear.

Collaboration

For a team that helps to connect people either internally or externally, who bring people together for a common purpose.

Winner: Bus Network Review Project Team



For their hard work on the Bus Network Review which included:

- Saving as many bus contracts and services as possible
- Working under huge pressures to turn work around within extremely short time frames (including late nights and across weekends) whilst being under a political, media and public spotlight to try and minimise the impact on the network for the people of our region
- Coming together across teams to assess each route physically

Graduate of the Year

For an apprentice or graduate who you feel should be recognised for their contribution this year.

Winner: Matthew Griffin



Matthew won for his huge impact on everyone for his work on WMCA's popular and successful Carbon Literacy programme.

Mental Health and Wellbeing

For a team who has enhanced the performance and wellbeing of their team and/or others.

Winner: Mental Health Commission Project Team



For their work on developing the West Midlands Mental Health Commission which included identifying the changes needed to improve mental health services and wellbeing in the region, bringing together major NHS Mental health stakeholders and WMCA Directorates to gather the evidence and realise change.

Financial Position

2023–2024 Revenue Budget Analysis

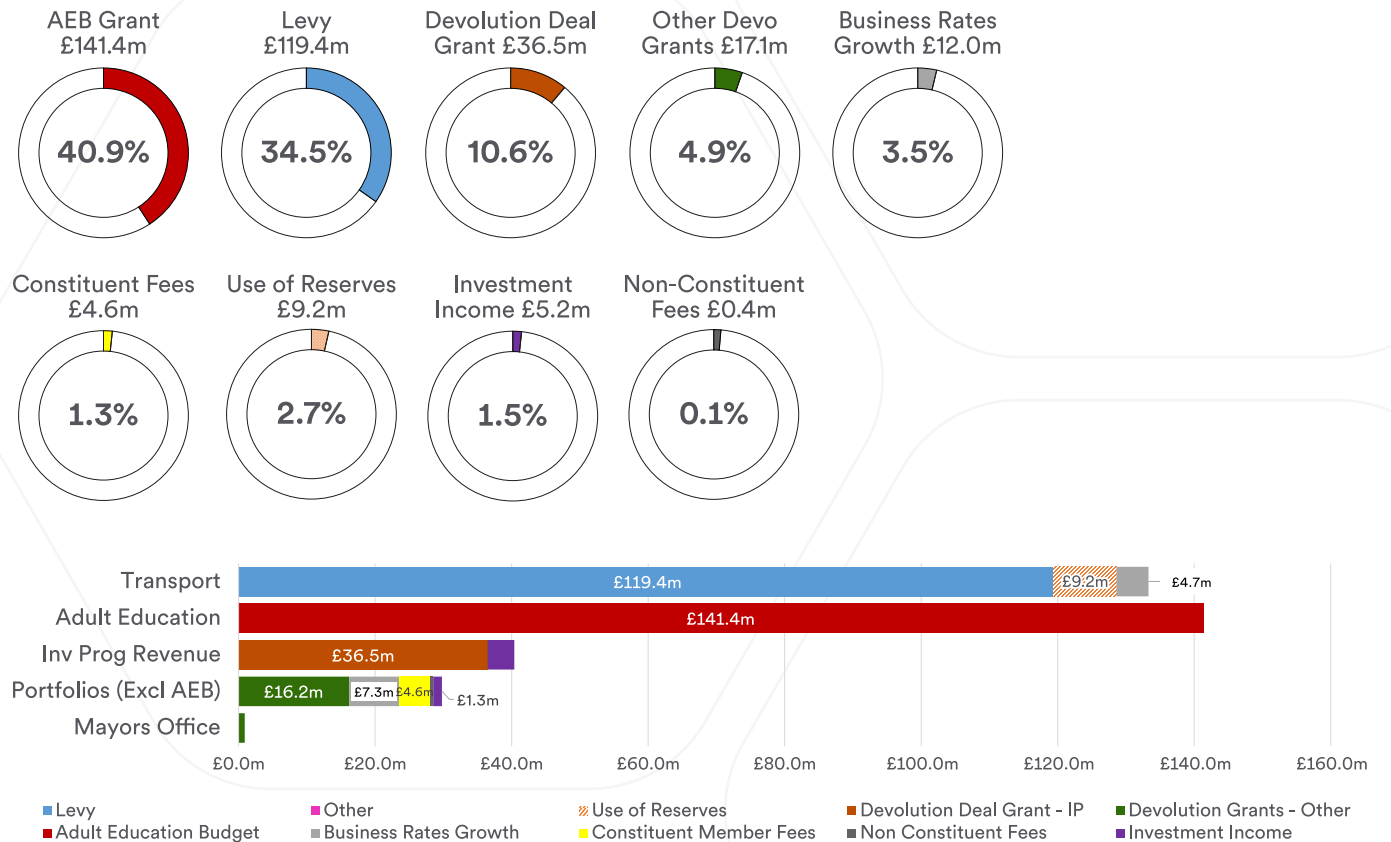
The table below shows how the £346m revenue income is sourced and where it gets allocated for expenditure.

The 2023/24 Transport expenditure is to be funded by £119.4m of Transport Levy, which WMCA receive from its constituent members, £4.7m of Business Rates and £9.2m of WMCA's existing Reserves. The Transport Levy has been increased by 2% (£2.3m) from 2022/23.

The 2023/24 Portfolio expenditure includes WMCA's devolved funding of £141.4m in order to deliver Adult Education throughout the region, as part of our Employment and Skills portfolio. The remaining expenditure in the area includes WMCA's Economy & Innovation, Culture & Digital, Health & Wellbeing, Levelling Up, Environment & Energy and Inclusive Communities portfolios, as well as revenue costs of delivering our Housing & Regeneration 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 £0.9m Mayoral Capacity Funding grant supports the operation of the Mayoral Office.

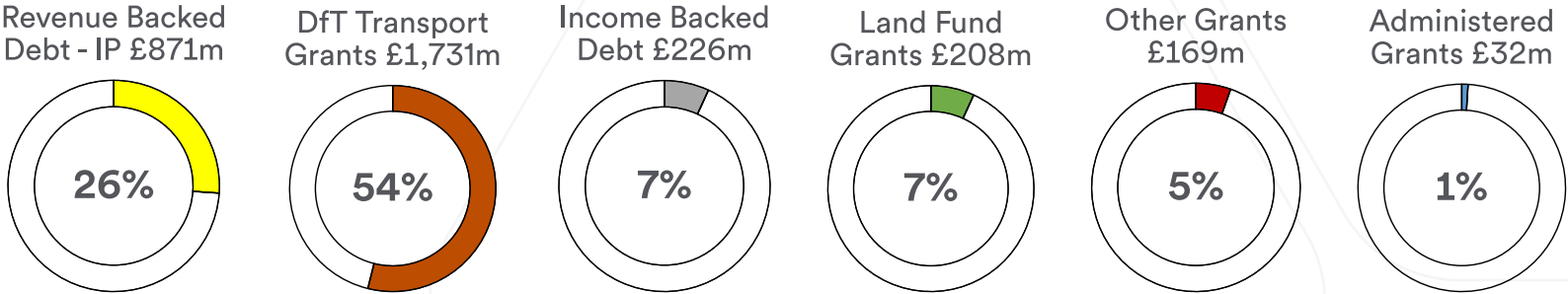
WMCA have committed to working with Constituent Authorities throughout 2023 to develop a longer-term, sustainable budget and plan, subject to the outcome of negotiations with Government on the Trailblazer Devolution Deal.



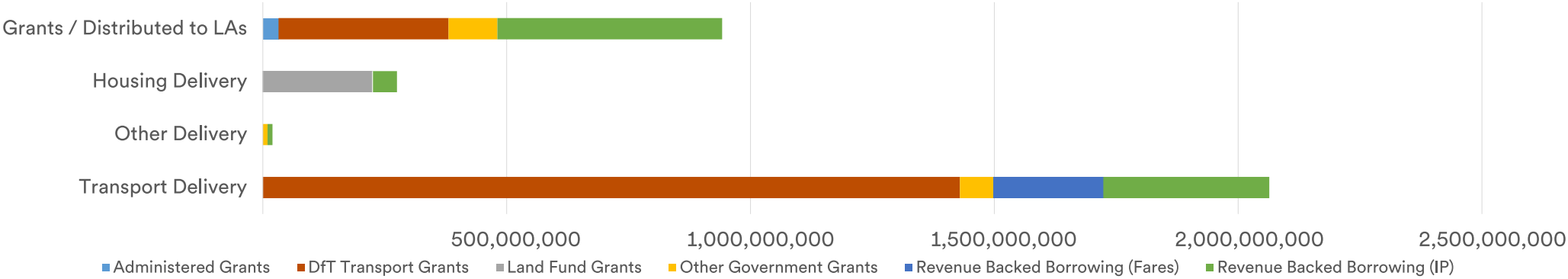
2023–2024 Capital Programme Analysis

The West Midlands Combined Authority Capital Programme is summarised in these tables highlighting the current planned capital investment between 2022/23 and 2026/27. This position represents the latest 2022/23 reforecast; the final 2023/24 Capital Budget will be presented to WMCA Board at the earliest opportunity in June 2023 following confirmation of the 2022/23 outturn position.

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Analysis of Capital Funding by Programme



Performance Management

During 2023 – 2024 we want to roll-out and then embed the Performance Roadmap.

The aim is to give greater transparency and visibility of performance information across the whole organisation.

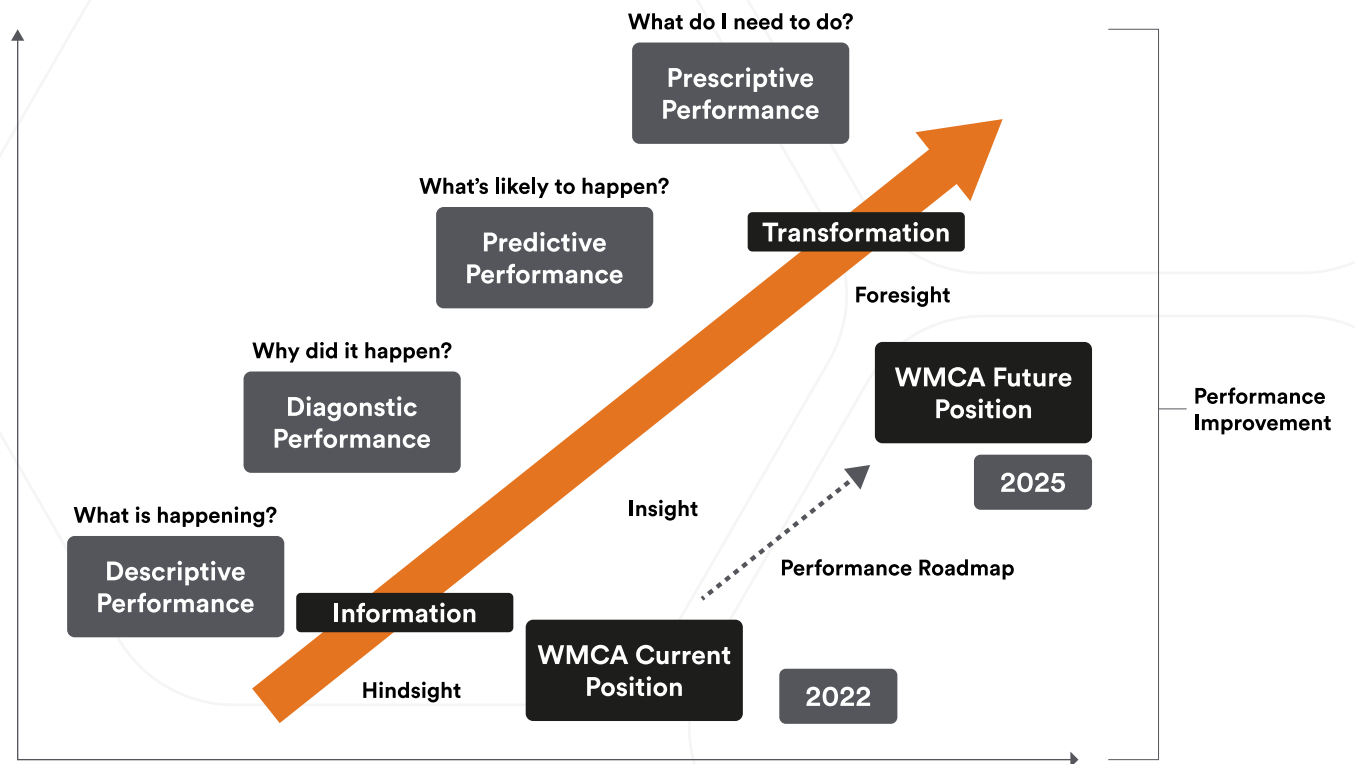
This will take time and the chart shows that journey.

The blue arrows indicate where we are now, we generally look back at our performance. Ultimately, we want to move forward to a more predictive and prescriptive position.

We have a massive opportunity to move further along the performance maturity graph by embedding the performance roadmap. To achieve that we will:

- Continue to engage and consult across WMCA to develop SMART (Specific Measurable Achievable Realistic Timebound) measures of our performance.
- Make sure that performance information is visible and is cascaded across teams to support evidence-based decision making.
- Develop the ABP (Annual Business Plan) dashboard to provide a more holistic view of performance (finance, performance and risk).

- Continue developing our organisational health dashboard – data on people, finance and things like complaints and customer so that leaders can identify at a glance the direction of travel and trends.



Corporate Aims and Objectives

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 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.

[Aim 1 \(page 39\)](#)

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

[Aim 2 \(page 41\)](#)

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

[Aim 3 \(page 43\)](#)

Connect our communities by delivering transport and unlocking housing and regeneration schemes.

[Aim 4 \(page 47\)](#)

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

[Aim 5 \(page 49\)](#)

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

[Aim 6 \(page 50\)](#)

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

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 67	1.1 We will drive growth by developing regional strategies and plans focussed on priority clusters, boosting innovation, and securing investment	Lead the economic and business dimension of an overall regional strategy that drives inclusive growth and shapes decision-making processes
		Lead the mobilisation of the West Midlands Plan for Growth with: <ul style="list-style-type: none"> • a coherent and cohesive approach to cluster leadership and growth • direction to funding decisions on cross-cutting interventions across the WMCA and partners on issues like land, skills and investment
		Manage 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
		Enable delivery by partners of the SPF-funded business support system, including establishment and oversight of WM-wide “core hub” activities with WMCA SPF Business Programmes
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	Deliver the WM Innovation Programme and Made Smarter West Midlands programme	
	Drive the ‘Strategic Productivity Dialogue’ with BEIS, setting out regional priorities for national programmes and building to a co-designed proposal to the next Spending Review	
	Oversee the West Midlands Innovation Accelerator and deliver a co-designed action plan with Innovate UK to increase innovation adoption and diffusion across the region. Explore how this model can be applied more widely to UKRI	
	Convene local authorities and business leaders across the West Midlands to provide collective, clear direction on economic priorities	
	Provide oversight, direction and support to the West Midlands Growth Company to deliver on strategic and place priorities across the region	

Objective		High Level Deliverable
1.3	We will invest in training and skills programmes that help our businesses grow and our citizens secure good jobs	<p>Develop more AEB provision to align to plan for growth and to meet current and/or emerging skills needs – monitoring, managing and flexing provision as required</p> <p>Use available evidence to understand and respond to the labour market needs of the region</p>
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	Develop, agree and implement a West Midlands Cultural & Heritage Strategy that provides thought leadership for West Midlands partners and delivers new funding and development for cultural infrastructure and activity
1.5	We will ensure public and private investment opportunities such as HS2 and the Commonwealth Games, create good work opportunities for local people and more contracts for local businesses	Lead and implement initiatives designed to build a sustainability legacy from the B2022 Commonwealth Games including Community Environment Fund, Commonwealth Forest and Carbon Literacy programmes

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 partners to give our communities access to training and employment support to secure and succeed in new opportunities	Create 10,000 starts on level 3 training provision
		Create 4,350 starts on level 3 bootcamps
		Create 5,000 starts on 'into employment' provision; 3,000 outcomes
		Develop 70% of L2/3 training aligned with sector plans
		Create 5,000 enrolments on basic skills provision
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
		Successfully deliver communities and place interventions through UKSPF
		Convene partners to take action to address race inequalities through the Race Equalities Taskforce including taking forward the Leadership Commission programme
		Support and develop the Young Combined Authority to deliver a programme of activity that puts young people's concerns at the heart of regional policymaking
		Develop the Inclusive Growth Framework and supporting products to provide an integrated approach to Inclusive Growth delivery such as a web portal, dashboard etc

Objective		High Level Deliverable
2.3	We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners	Enable healthy, thriving communities through implementing a health in all policies approach and helping drive resources into specific areas of unmet need
		Support the delivery of initiatives that tackle health inequalities with health system partners, including Mental Health Commission and Commonwealth Games Legacy programmes of work
		Enable healthy, productive workforces and deliver evidence-based initiatives focusing on 'good work' as a determinant of health
		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, Members Advisory Group and associated task groups, including by delivery of pilot activity, including looking at alternative funding models for preventative activity
		Ongoing oversight of Housing First pilot, Rough Sleepers Accommodation Programme and Rough Sleeping Initiative, along with any other externally funded activity
		Develop and implement a regional Inclusive Communities strategy and deliver the associated Commonwealth Games Legacy Fund Inclusive Communities pillar
		Develop collaborative projects with the Police and Crime Commissioner to help reduce crime and improve the criminal justice system.

Aim 3: Connect our communities by delivering transport and unlocking housing and regeneration schemes

Objective		High Level Deliverable
3.1	We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system together with our partners	Increasing the efficiency and performance of transport delivery in the West Midlands
		Enhance Partnership Working with the Regions Local Resilience Forum
		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)
		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		

Objective		High Level Deliverable
3.1 (cont.)	We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system together with our partners	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
		W&C Active Travel Behaviour Change Delivery. Deliver, monitor and evaluate 23/24 Behaviour change projects.
		Develop and adopt a new Transport Network Resilience Plan for the directorate
		Develop a Framework that emphasises the importance of Transport for Event Organisers and Key Stakeholders
3.2	We will build and develop transport infrastructure that is sustainable, active, low-congestion and integrated with key projects like HS2	Ensure the delivery of the CRSTS Capital Programme, including the TfWM Infrastructure programme
		Plan, deliver and operate the West Midlands Walking and Cycling 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.
		Enabling Behaviour Change through a new strategy, and keeping the West Midlands Moving by mitigating the impacts of transport investment programmes through Travel Demand Management
		Leading the development of traffic signal technology and design within TfWM and where required supporting regional partners.
Delivering the Centre of Excellence to ingest, develop and disseminate innovation across the highways sector.		

Objective		High Level Deliverable
3.3	We will invest in and support housing and regeneration schemes, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery	Delivery of prescribed requirements, measures and output targets of the 2018 Housing Deal & subsequent funding deals and agreements with HMG
		Supporting Local Planning Authorities with evidence requirements for Local Plans and other policy requirements
		Develop and support Board approved policy development work e.g. Masterplanning and West Midlands Design Charter
		Lead, manage and deliver the WMCA's nationally leading brownfield regeneration, housing and land programmes
		Work closely with all local authorities across the WMCA and developers/ investors/ HMG agencies to develop a strong regeneration and development project and investment pipeline
		Organise and lead a series of industry led taskforces to provide critical insight, challenge, advocacy and support to the work of the Housing and Land Board
		Lead WMCA Strategic Acquisitions, Disposals and Asset Management programmes
		Establish new and strengthen existing partnerships, ventures and joint approaches with public and private sector partners across the whole of the region to deliver local priorities
		Support and enable Affordable Housing Delivery across the West Midlands including new partnerships and pilot approaches
		Deliver and submit compelling business cases for additional funding and support to the West Midlands from HMG
		Oversee and manage the development and delivery of the regional One Public Estate and Place Pilots Programmes

Objective		High Level Deliverable
3.4	We will support and deliver co-ordinated investment packages with our partners across key corridors and local, town, and city centres	Produce the annual West Midlands Investment Prospectus and deliver associated partner engagement
		Support local authorities and other partners on policy, projects, funding bids and investment plans in town centres
		Lobby/engage with HMG on behalf of the region on a diverse range of housing, land and regeneration matters
		Lead the development and coordinate the delivery of a Single Property and Estates Strategy including a single asset register for the WMCA Estate
		Deliver a comprehensive programme supporting the effective implementation of the public land charter through collaborative working with the Cabinet Office, LGA, industry taskforces & local partners
		Leading the development and negotiation of the approved Housing and Land Board asks of the Trailblazer Devolution Deal
		Developing Park & Ride assets to support better access to the transport system including making our transport assets more affordable by increasing commercial revenues
		Support the organisation to apply and deliver inclusive growth in all its activities through programmes such as Inclusive Growth Business Partners

Aim 4: To reduce carbon emissions to net zero, enhance the environment and boost climate resilience

Objective		High Level Deliverable
Page 75	4.1 We will work with partners to attract investment in and deliver programmes to support net zero development and infrastructure	Support systems and processes for devolving and delivering more effective energy infrastructure and remove barriers to investing in clean energy assets
		Implement the key actions in the Infrastructure for Zero Emission Vehicles strategy including supporting the delivery of EV Transit Stations spine programme
		Work with partners to develop and deliver projects to tackle fuel poverty in the region and progress towards the target of getting the region's homes to Net Zero by 2041
		Grow SMART Hub capacity to support local authorities to access funding, intelligence and expertise to retrofit homes to reduce carbon emissions
		Commence delivery of Net Zero Neighbourhood Demonstrator programme to pilot place-based approaches to retrofit and wider decarbonisation, building a pipeline of projects, establishing the first Net Zero Neighbourhood and commencing works to homes in this area
		Develop and deliver a programme of commercial energy efficiency and near/onsite energy generation projects with public and private sector partners
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	Develop, lead and support the preparation of a landmark West Midlands Future Homes Strategy
		Deploy devolved Housing and Land Funds in accordance with the principles and targets of the approved AMC and Zero Carbon Homes Charters
4.3	We will convene partners to drive industrial decarbonisation and grow the low carbon and circular economy	Work with partners on industrial decarbonisation and other initiatives to support regional businesses to decarbonise their operations including through the Net Zero Business Pledge
		Deliver Circular Economy Route map priorities including an Industrial Symbiosis programme, Zero Waste Construction Hubs and wider enabling activities including raising awareness of the benefits of building repurposing, and producing a circular communities toolkit

Objective		High Level Deliverable
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
		Implement activities to deliver the Natural Environment Plan including the Local Nature Recovery Strategy and related projects
4.5	We will work with partners to increase investment in nature and our surroundings	Deliver a wide-ranging Net Zero Behaviour Change programme to citizens across the region including the development of a WM Net Zero Citizens' Panel and deliver Carbon Literacy Training to WMCA staff
		Develop and deliver the agreed regional approach to tackling air pollution through the development of a Regional Air Quality Framework, including behaviour change campaigns.
		Deliver WMCA Adaptation Plan in partnership with regional organisations
		Maintain and update the net zero and environment data dashboard to provide insight on progress in delivering ambitions

Aim 5: To secure new powers and resources from central government, and demonstrate the strength of our regional partnership

Objective		High Level Deliverable
Page 77	5.1 We will work with partners to understand their priorities, convene around shared opportunities, and deliver together	Develop a refreshed approach to data and analytics including the regional monitoring of key metrics, to meet the needs of the Mayor and the WMCA Board, as well as the Economic Growth Board and local and regional partners
		Design, develop and deliver research programme to coordinate and better commission and better connect research in a way that inspires action
		Influencing and engaging to create a thriving regional research ecosystem by helping our partners succeed, training and developing data literacy and data skills
		Show thought leadership on strategic policy for WMCA, by embedding a ‘think and do tank’ culture and practice within Strategy and Integration and as part of this, develop a cross-cutting strategy for ‘West Midlands 2035’.
		Provide programme oversight of the Commonwealth Games Legacy Fund.
		Agree a Public Affairs Strategy and action plan for WMCA to generate better influence in government and a more joined-up and strategic approach to external engagement across WMCA
		Set in train delivery of the four key workstreams of the agreed Social Economy Action Plan and related stakeholder engagement
		Set in train delivery of the five missions of the Digital Roadmap
5.2	We will work with central government to gain new powers and resources for the region, including double devolution	Make the case for local rail devolution to deliver better outcomes for a future railway
		Building on the Trailblazer Devolution Deal (agreed with Government in March 2023), identify the next set of devolution priorities (aligned with Government’s objectives as set out in the Levelling Up White Paper), and agree a strategic approach to securing these over the short, medium and long term

Aim 6: To develop our organisation and our role as a good regional partner

Objective		High Level Deliverable
6.1	We will deliver as one organisation with a collaborative and inclusive culture, underpinned by best in class enabling services	Manage and deliver modern high-class FM and Business Support services for WMCA and its estate tenants
		Manage and deliver high quality fit for purpose asset management and income generation services with the necessary supporting systems, data and information
		Implement new ways of working (Progression on 4 #BetterConnected themes)
		Balanced revenue budget for 2023/2024
Page 78 6.2	We will drive cultural change to embed new hybrid and agile ways of working	Manage and deliver hybrid and agile working programmes and associated policy changes across the WMCA
		Deliver and coordinate investment in the modernisation and improvement of 16 Summer Lane to support business needs
		Lead on Business Continuity planning and delivery of HQ Emergency Response Plan.
		Delivering a WMCA staff Travel Plan that supports the organisation in being exemplar with Behaviour Change
6.3	We will ensure our workforce have the skills and competencies to deliver our strategy	Develop a more planned & robust approach to staff engagement
		Develop the organisation's learning and development offer
		Embedding our approach to IPM and talent management
		Delivering the Transport Skills Academy to address the region's need through apprenticeships, graduates, work experience and upskilling the existing workforce.
6.4	We will empower our organisation through digital-first and data enabled ways of working across all our activity	Improve and integrate our digital architecture
		Modernise our technology
		Protect and manage our infrastructure
		Enhance digital experience & interaction

Objective		High Level Deliverable
6.5	We will provide leading support for a diverse workforce and demonstrate excellent equality and diversity practice	Develop and deliver plans and activities for the organisation's internal and external functions to meet the requirements as set out in the WMCA equality scheme
		Ensure that workplace wellbeing is a key priority for the WMCA and deliver activities which support and enhance workplace wellbeing
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
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	Support delivery of key business projects through Procurement process
		Support Business Cases through the Single Assurance Framework



Overview & Scrutiny Committee

Date	4 September 2023
Report title	Grant Register
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority Email: laura.shoaf@wmca.org.uk
Accountable Employee	Linda Horne, Executive Director of Finance and Business Hub Email: linda.horne@wmca.org.uk

Recommendation(s) for action or decision:

The Overview & Scrutiny Committee is recommended to:

- (1) Note and comment on the grant register.

1. Purpose

This paper provides an update on the grant register. This contains all current 'live' grants where the WMCA is the accountable body and captures a comprehensive total of grants, awarding body, time period for delivery and a description of what the grant delivers.

2. Grant Register Update

2.1 The grant registers are attached as an appendix to this report.

2.2 Since the last report the following new grants have been awarded to WMCA:

- Confirmation of a further 12 months funding for the Careers and Enterprise Company of £1.24m.
- £126k from DEFRA for Local Nature Recovery Strategies Preparation.
- £3.6m capital funding for Live Labs project.
- £1.6m capital funding for Pot Hole Fund announced as part of 2023 budget.

3. Legal Implications

3.1 There are no legal implications as a direct consequence of this report.

4. Impact on Delivery of Strategic Transport Plan

4.1 None

5. Equalities Implications

5.1 None

6. Inclusive Growth Implications

6.1 None

7. Geographical Area of Report's Implications

7.1 None

8. Other Implications

8.1 None

9. Schedule of Background Papers

9.1 Appendix - grant register.

Revenue Grant Register

Grant Name	Provider	Start Date	End Date	Total Grant Awarded in Full	Notes
BSOG	DfT	Annual		1,792,259	A discretionary grant paid to operators of eligible local bus services to help them recover some of their fuel costs.
Emergency Active Travel Fund	DfT	Aug-20	Mar-23	3,765,980	Phase 1 of Active Travel Fund to support temporary walking and cycling schemes in response to Covid 19 pandemic
Intra-City Transport Settlements	DfT			8,900,000	Intracity Prep Fund (now CRSTS)
Cycling for Everyone	DfT	Nov-21	Nov-22	2,000,000	Cycling for Everyone
Tourism, Trade & Investment	DCMS			13,200,000	An integrated programme of tourism, trade and investment jointly developed and to be jointly delivered by the West Midlands Growth Company, DCMS, DfT and Visit Britain. It will leverage the 2022 Commonwealth Games in Birmingham to deliver a legacy of economic benefits across the region.
DWP - ESF Find Your Future	DWP	Nov-21	Dec-23	2,620,730	Tailored engagement and support project for residents that will enable those less likely to benefit from the opportunities provided by the Commonwealth Games and City of Culture to do so.
Social Housing Decarbonisation Fund Wave 1	BEIS	Apr-22	Aug-23	1,337,142	Overall grant award of £7.51m
Supported Bus Services	DfT	Apr-20		879,836	Provided to as revenue support to help provide more bus services in areas by improving current services, restoring lost services or supporting new services
Bus Capacity Grant	DfT	Apr-20		100,000	Funding to support LTAs in developing local bus proposals as outlined in the National Bus Strategy (NBS), in particular, it is being offered to help LTAs towards the development of their Enhanced Partnership Schemes(EPS) or franchising scheme, and Bus Service Improvement Plans (BSIP) work, and to meet the timescales that go alongside that work.
22/23 AEB Devolution	DfE	Annual		131,875,523	Devolved budget from DfE for delivery of adult education (19+) in West Midlands region
22/23 Adult Education Budget Level 3	DfE	Annual		10,954,673	Devolved budget from DfE for delivery of level 3 education offer open to adults without an existing L3 qualification in West Midlands
Technical Bootcamps	DfE	Apr-22	Mar-23	11,250,000	Technical bootcamps 22-23 allocation of £11.25m in priority sectors of digital, technical, construction, green and HGV – with 10% to be used flexibly in other areas: Health and Social Care (inc Life Sciences); Creative Industries: Hospitality: Leadership and Management: Professional Services (inc Finance).
Tackling Loneliness through Transport Fund	DfT	May-22	May-23	460,469	The TLwT Fund offers grant funding to the public and charity sectors to run pilot transport schemes that aim to reduce loneliness. The pilots will be measured and evaluated rigorously, enabling DfT to understand more about how transport can be used to help reduce loneliness and to share these findings with organisations within and outside government.
Black Country Cultural Capital Development	Arts Council England	Apr-22	Mar-25	725,000	This grant is specifically marked to be spent in the Black Country, with the aim to support development of future cultural sector capital projects within Sandwell, Walsall, Wolverhampton and Dudley. The grant activity will specifically focus on developing capital project feasibility studies and business cases, together with some support resources for cultural organisation.
DLUHC - Rough Sleeping Initiative	DLUHC	Apr-22	Mar-25	1,491,707	3 year settlement to allow Authorities to build on the progress of previous funding interventions, moving increasingly from a focus on intervention to supporting long term recovery and preventing rough sleeping.
Multiply	DfE	Apr-23	Mar-24	5,849,000	Multi year grant allocation of 16.7m total funding over 3 years. Amount shown here is for year 1 only. Grant supports literacy and numeracy skills development activities in line with investment plan submitted to HMG
Bus Service Improvement Plan	DfT	Apr-23	Mar-24	36,686,987	Multi year grant allocation of £87.8m total funding over 3 years. Amount shown here is for year 2 only. Grant supports transformation activities to support bus service improvement in line with investment plan submitted to DfT.
UK Shared Prosperity Fund	DLUHC	Apr-22	Mar-23	7,175,415	UKSPF is a central pillar of this government's levelling up agenda, and replacement funding for the European Union Structural Funding. Funds will be spent in line with the investment plan submitted to government.
Technical Bootcamps Wave 4	DfE	Apr-23	Mar-24	10,605,000	Continued support for Bootcamp activity. Amount reflects current amount confirmed via grant letter but total allocation is confirmed as £15.15m.
Thrive into Work	DWP	Feb-23	Mar-25	7,936,260	Continued support for existing Thrive into Work employment scheme.
Active Travel Capability Fund	Active Travel England	Jan-23	Jan-24	3,456,000	To support the better design, planning and development of cycling , wheeling and walking schemes in the region.
Local Government Cyber Security Resilience Fund	DLUHC	Jan-23		175,000	To support digital and data requirements in this area
Air Quality Grant 22/23	DEFRA	Apr-23	Mar-25	778,531	Provision of sensors that monitor air particles PM2.5 and PM10.
Create Central	BFI	Apr-23	Mar-26	1,000,000	National Lottery Funding to support screen production workforce development and training
Place Pilot	DLUHC	Nov-22	May-24	500,000	Grant to support the realisation of efficiencies across the public estate, and also unlock opportunities to release land held by central and local government. It builds on the strength of the One Public Programme and pilots a place-based approach to strategic asset management. Funding can be allocated for purposes such as data analysis and mapping, undertaking feasibility studies, mastplanning, seed funding to initiate opportunities, programme coordination, etc.
Levelling Up Capacity Grant	DLUHC	Apr-22	Mar-23	625,000	Following successful bid to DLUHC on 24/02/2023, the grant has provided funding to build the necessary capacity and capability support infrastructure to support local authorities within the MCAs geographical area to deliver their capital projects. A further 2 years of funding will be made available, subject to delivery of outcomes outlined in the proposal to DLUHC.
Local Transport Fund- Bus Recovery Fund extension	DfT	Apr-23	Jun-23	6,087,372	March Board report indicated that Government had extended the funding for support of the bus network to June 2023 in light of the challenges that the sector continues to face. This report confirms the value

Cycling facilities (velodrome)	DfT	May-23	Maximum term of 7 years specified	40,000	Grant to fund expert consultants to determine whether there is a business case for specialist cycling facilities in the West Midlands. The consultancy will make recommendations to a Cycling Facility Advisory Group chaired by the WM Walking and Cycling Commissioner as to whether there is a strategic, site allocation; business, commercial, management and financial business case(s) for such facilities.
One Public Estate Opportunity Development Fund	DLUHC	Apr-23	Not specified	140,000	The Opportunity Development Fund (ODF) will fund a comprehensive forward-looking assessment of the region's public estate. The assessment will identify pipeline opportunities for land release to deliver new homes, employment, health and community space alongside wider inclusive growth benefits.
Events Screening	DCMS	May-23	May-23	45,000	Department for Digital, Culture, Media & Sport grant of £30k for coronation screening events across the region plus £10k for the Eurovision screening.
Local Nature Recovery Strategies (LNRS) Preparation	DEFRA	Apr-23	Mar-24	126,956	To fund the costs of developing and preparing the Local Nature Recovery Strategy which will outline proposals for how and where to recover nature and improve the wider environment. This grant forms the first year of two years of funding for LNRS preparation. The second year of funding will be distributed in 2024/25, pending review of LNRS progress by Defra. There is no restriction on funding being carried over to the next financial year, and the grant is not ring-fenced.
Careers & Enterprise Company	Careers & Enterprise Company (CEC)	Sep-23	Aug-24	1,244,863	Funding for Careers Hub to improve careers provision in schools and colleges. Matched funding to be provided by WMCA

Specific Revenue/Devo Grants

Devo Deal Grant	MHCLG	Annual		36,500,000	Devolution Grant Deal (Investment Programme)
MHCLG - Office for Data Analytics	MHCLG	Apr-18	No end date	800,000	Devolution funding to support operational activities of ODA
Devo Housing Package	MHCLG	Apr-17		6,000,000	Revenue grants to support capital housing grant activity delivery
Brownfield Housing Fund	MHCLG	Apr-20		2,826,498	Revenue grants to support capital housing grant activity delivery
One Public Estate	LGA		Apr-22	1,246,141	Support OPE activity - drawn down by partners delivering OPE activity as required.

Other Revenue Contributions

MHCLG -Brexit	MHCLG	Apr-18	No end date	1,375,059	
IPS Programme	DWP	Mar-17	Jun-22	2,059,911	



Capital Grants Register

Grant Name	Provider	Date of grant Award Letter	Total Grant Awarded in full £	Notes
DfT - Major Scheme (Eastside / Edgbaston)	DfT	Apr-19	£ 187,559,779	Midland Metro Extensions
ITB WMCA	DfT	Apr-21	£ 17,755,000	Annual rolling settlement from DfT, rolled into CRSTS from 22/23. Funding is distributed to WMCA and all & LAs on a formula basis which is agreed locally. The 21/22 annual value only is shown here.
Road National Productivity Investment Fund (NPIFF)	DfT	Sep-17	£ 17,055,000	National Productivity Investment Fund including projects in Birmingham (Growth Point Public Transport Package), Walsall (Economic Growth and Infrastructure Project) and Solihull (Strategic Cycle Network)
Clean Bus Technology	DfT	Feb-18	£ 5,987,750	Projects that work with bus operators or technology providers to retrofit buses to reduce emissions
Transforming Cities Fund	DfT	Annually	£ 250,000,000	The purpose of the Transforming Cities Fund is to boost productivity, transform intra-city connectivity and reduce congestion through investment in public and sustainable transport in the West Midlands. No detailed constraints as to what it can be spent on, but the WMCA should have regard to the national objectives of the Fund. Programme agreed Nov 2018. Additional £71.5m TCF2 now funded through CRSTS)
Joint Air Quality	DfT	Jan-19	£ 3,456,520	Fund retrofit buses with kits that tackle exhaust emission in Birmingham
Association of Directors Environment Economy, Place & Travel (ADEPT) Live Labs	DfT	Jul-19	£ 2,650,000	Network Resilience Live Lab funding covering the transport network to build up a detailed picture of traffic and transport movements around the region through collection of data
Opening LA Transport Data Competition	DfT	Pre 18/19	£ 100,000,000	Data / Technology
Future mobility Zones	DfT	Jun-19	£ 20,000,000	The purpose of the Future Mobility Zones is to: trial new transport services modes and models, creating a functioning marketplace for mobility that combines new and traditional modes of transport; improve integration of services; increase the availability of real-time data; and provide access to digital planning and payment options. The fund also aims to explore options for: providing mobility credits, or other low-cost options, for lower income households; and delivering efficiencies through shared (dynamic) demand responsive transport.
TfWM Bus Priority	DfT	Jul-20	£ 24,225,000	Funding bus priority measures in Birmingham City Centre and between Dudley and Druids Heath.
Emergency Active Travel Fund	DfT	Nov-20	£ 13,182,667	Phase 2 of Active Travel Fund to support longer term walking and cycling schemes (Phase 1 classed as revenue grant)
Active Travel Fund (Tranche 3)	DfT	Mar-22	£ 17,250,000	Phase 3 of Active Travel Fund to support longer term walking and cycling schemes
All Electric Bus Town Competition (Coventry) (AEBT)	DfT	Mar-21	£ 50,000,000	Coventry All Electric Bus City project
Zero Emissions Bus Regional Areas (ZEBRA)	DfT	Mar-22	£ 30,383,250	Grant to deliver 124 hydrogen buses plus associated infrastructure in the region
City Region Sustainable Transport Summary (CRSTS)	DfT	Apr-22	£ 1,050,000,000	Supporting inclusive economic growth, provide better connections between places and encourage more people to use sustainable and zero-carbon transport
West Midlands Land Fund	MHCLG	Apr-18	£ 100,000,000	Quarterly reporting to MHCLG as part of the grant. This is against the outputs specific to Housing of 8,000 homes and the wider West Midlands target of 215,000 homes by 2031, which includes outputs from the Local Authorities
Brownfield Housing Fund	MHCLG	Apr-20	£ 125,381,582	Quarterly reporting to MHCLG on the outputs of this grant. Deliver between 7,714 and 9,773 homes.
Brownfield Housing Fund Extension	MHCLG	Mar-22	£ 17,350,000	Extension agreed to the Brownfield Housing Fund March 2022.
Sustainable Warmth Competition	BEIS	Mar-22	£ 2,600,000	Upgrade homes to a target energy efficiency rating
BEIS Social Decarbonisation Fund	BEIS	Feb-22	£ 6,174,205	Improve the energy performance of social rented homes
Metro Birmingham Eastside Extension	EZ	n/a	£ 18,000	Enterprise Zone funding
University Hospital Birmingham - University Station	3rd Party	Aug-20	£ 5,000,000	Delivery of University Station build.
Rail Network Enhancement Pipeline (RNEP) Funding	DfT	Oct-21	£ 39,650,000	Rail Station Development-Package 1 Walsall - Wolverhampton
Rail Network Enhancement Pipeline (RNEP) Funding	DfT	Oct-21	£ 19,350,000	Rail Station Development-Package 2 Camp Hill
PB - Highways England	Highways Engle	n/a	£ 86,400	Relates to HS2 Modelling Framework
Public Realm Schemes	BCC	Jun-22	£ 606,543	Enhance public realms for Commonwealth Games
A435 Alcester Rd Bus Priority Revitalisation	BCC	21/22	£ 154,000	A435 Alcester Rd Bus Priority Revitalisation
Clear Air Zone	BCC	Mar-22	£ 5,218,000	Rail Station Development-Package 2 Camp Hill
Rail Development	Walsall MBC	21/22	£ 68,000	Rail Station Development-Package 1 Walsall - Wolverhampton
Air Quality	Defra	Mar-22	£ 990,000	Develop and/or implement measures that deliver air quality benefits in the near future (one to two years), projects which develop solutions over the longer term by increasing awareness to encourage behavioural changes, and new, innovative ideas if they will successfully and as closely as possible meet the needs and objectives of the Applicant's local area.
LA - Birmingham	LA	n/a	£ 14,279,629	Rail funding = £8.983m: BCC funding for Perry Barr = £5.083m BCC funding for University = £3.9m BCC funding for Package 2 = £5.2m

UK Shared Prosperity Fund - capital element	DLUHC	Dec-22	£	8,900,000	Capital allocation for 23/24 of UKSPF Fund. Permission has been sought from grant providers to carry forward £5.7m of UKSPF into 2023/24
Social Housing Fund	DLUHC	Feb-23	c. £14,900,000		Working with local authorities and registered housing provider for repairs and improvements to properties to raise homes to 'Decent Homes Standard'. Works may include insulation, replacement of doors and windows, roofing repairs, reduction of mould and damp and repairs/replacements to ineffective heating systems.
Air Quality Grant 22/23	DEFRA	Feb-23	£	140,000	Provision of sensors that monitor air particles PM2.5 and PM10.
ADEPT LIVE LAB 2 - Highways CO2laboration centre	DfT	Feb-23	£	4,035,000	The UK CO2laboration Centre of Excellence for Materials Decarbonisation will be a single centre based across two campuses: a physical centre based in Birmingham and a virtual centre hosted by North Lanarkshire Council. It will provide a centralised hub for research and innovation for the decarbonisation of local roads materials, developing a knowledge bank, real-life conditions testing and sharing and learning insights.
CCAV - MACAM	Innovate UK	Nov-23	£	1,485,000	Part of wider automated public transport demonstrator project to prove viability of services.
CCAV - EBNS Feasibility Study	Innovate UK	Nov-23	£	55,000	Feasibility project looking at how Connected and Autonomous Mobility technologies could be used in East Birmingham and North Solihull. Part of larger project.
Social Decarbonisation Fund (Wave 2.1)	DESNZ	Mar-23	£	17,776,915	Funding to make homes more energy efficient through retrofitting with better insulation, new doors and windows and greener heating systems. This will be matched by further £35 million from registered social housing providers across the region to benefit approximately 3000 homes.
Homes Upgrade Grant	DESNZ	Mar-23	£	16,000,000	Retrofit off gas grid homes in Birmingham, Dudley and Sandwell, Dudley. The bid was part of the Midlands Net Zero Hub consortium that successfully bid for £140 million for the wider Midlands area.
DLUHC Capital funding	DLUHC	Feb-23	£	25,900,000	Grant to support delivery of the following schemes: i. The extension to the West Midlands Metro network that will link Dudley and Brierley Hill via Line One to Wolverhampton and Birmingham ii. The extension of the Wolverhampton Metro iii. A package of works to renew life-expired sections of key systems on Metro Line One iv. Funding for the renewal of University station v. The provision of digital devices through the Connected Services Project
Highways Maintenance Funding	DfT	Mar-23	£	3,617,000	For Additional Highways Maintenance and Pothole repair announced within the Central Government 2023 Budget Statement
Local Investment in Natural Capital Programme	DEFRA	Mar-23	£	1,000,000	DEFRA funding to support the establishment of a natural environment investment fund.
Active Travel Fund (Tranche 4)	DfT	Mar-23	£	12,608,201	Phase 4 of Active Travel Fund to support longer term walking and cycling schemes
Live Labs Capital funding	DfT	Jun-23	£	3,617,200	To fund the Transport for West Midlands Live Labs project which is exploring ways to decarbonise local highways infrastructure in the region
Local Transport Capital Block Funding (Pothole Fund)	DfT	Jul-23	£	1,614,000	Capital grant for repairs of potholes across the region. Announced as part of the 2023 budget



WMCA Overview & Scrutiny Committee - Work Programme 2023/2024

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
Members Workshop: WMCA Policy Matters		6 October 2023	Dan Essex/ Lyndsey Roberts
Mayor's Question Time: Policy		19 October 2023	Dan Essex/ Lyndsey Roberts
English Devolution Accountability Framework – Scrutiny Protocol	To consider the Governments Scrutiny Protocol, implications and proposed changes	6 November 2023	Dan Essex Sophie Waddington
Levelling Up/Investment Zones – Place Based Approaches and Strategies	To consider the Levelling Up and Investment Zones place based approach and scrutiny's role.	6 November 2023	Ed Cox Jonathan Gibson
Trailblazer Devolution Deal Skills and Employment	To review and consider the implementation of the Deeper Devolution Deal – Skills and Employment	6 November 2023	Clare Hatton

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
Future Homes Strategy	To review and comment on the Future Homes Strategy	6 November 2023	Portfolio Lead Member – Councillor Ian Courts Rob Lamond
Grant Register	To receive and review the Grant Register	6 November 2023	Kate Taylor
Members Workshop: Proposed Draft Budget 2024/2025		1 December 2023	Dan Essex Lyndsey Roberts
Mayor's Question Time: Proposed Draft Budget 2024/2025		14 December 2023	Dan Essex Lyndsey Roberts
Performance Against the WMCA's Annual Business Plan	To consider the performance of the WMCA against the Annual Business Plan	29 January 2024	Fiona Bebbington
Skills/Worklessness Statistics – Outcomes Framework	To consider and review the outcomes framework.	29 January 2024	Clare Hatton
Commonwealth Games Legacy Enhancement Fund – Monitoring & Evaluation	To consider the monitoring and evaluation process and scrutiny's role.	29 January 2024	Ed Cox Cat Orchard
Grant Register	To receive and review the Grant Register	29 January 2024	Kate Taylor

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
Grant Register	To receive and review the Grant Register	4 March 2024	Kate Taylor
Future Reports			
Performance Against the WMCA's Annual Business Plan	To consider the performance of the WMCA against the Annual Business Plan	Every July and January	Fiona Bebbington
Grant Register	To receive and review the Grant Register	All meetings	Kate Taylor

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West Midlands Combined Authority

Forward Plan

Forthcoming key decisions

Title of key decision:	Decision to be taken by and date:	Open or Exempt:	Portfolio Lead	Employee to contact:
Regional Activity & Delivery Update To provide an update on recent activity of the WMCA.	WMCA Board 15 September 2023	Open	Andy Street Mayor	Laura Shoaf Chief Executive of the West Midlands Combined Authority
Appointment of WMCA Returning Officer To appoint a Returning Officer for the 2024 mayoral election.	WMCA Board 15 September 2023	Open	Andy Street Mayor	Julia Cleary Head of Corporate Support & Governance
Financial Monitoring Report To provide a summary of the WMCA's financial position as at 31 July 2023.	WMCA Board 15 September 2023	Open	Councillor Bob Sleight Finance Portfolio Lead	Beverly Sullivan Financial Planning and Coordination Manager
Business Energy Assessment Service To approve funding previously considered by Investemnet Board.	WMCA Board 15 September 2023	Open	Councillor John Cotton Environment, Energy & HS2 Portfolio Lead	
Refreshed Regional Road Safety Strategy Launch Refreshed Regional Road Safety Strategy Launch	WMCA Board 15 September 2023	Open	Councillor Mike Bird Transport Portfolio Lead	Darren Divall Regional Road Safety Manager
City Region Sustainable Transport Settlement 1 Re-basing Application To approve any proposals to re-base the CRSTS1 programme for submission to the Department for Transport.	WMCA Board 15 September 2023	Open	Councillor Mike Bird Transport Portfolio Lead	Mike Waters Director of Policy, Strategy and Innovation - TfWM

<p>Economic Growth Board - Terms of Reference To consider the revised terms of reference of the Economic Growth Board.</p>	<p>WMCA Board 15 September 2023</p>	<p>Open</p>	<p>Economy & Innovation Portfolio Lead</p>	<p>Jonathan Skinner Head of Economic Policy and Partnerships</p>
<p>Regional Activity & Delivery Update To provide an update on recent activity of the WMCA.</p>	<p>WMCA Board 13 October 2023</p>	<p>Open</p>	<p>Andy Street Mayor</p>	<p>Laura Shoaf Chief Executive of the West Midlands Combined Authority</p>
<p>Deeper Devolution Deal To ratify the Deeper Devolution Deal</p>	<p>WMCA Board 13 October 2023</p>	<p>Open</p>	<p>Councillor Sharon Thompson Levelling Up Portfolio Lead</p>	<p>Ed Cox Executive Director of Strategy, Integration & Net Zero</p>
<p>Air Quality Framework To approve the draft framework that reviews all of the measures possible to accelerate improvements to regional air quality, following public consultation and consideration by the Environment & Energy Board.</p>	<p>WMCA Board 13 October 2023</p>	<p>Open</p>	<p>Councillor John Cotton Environment, Energy & HS2 Portfolio Lead</p>	<p>Jacqueline Homan Head of Environment</p>
<p>Regional Activity & Delivery Update To provide an update on recent activity of the WMCA.</p>	<p>WMCA Board 17 November 2023</p>	<p>Open</p>	<p>Andy Street Mayor</p>	<p>Laura Shoaf Chief Executive of the West Midlands Combined Authority</p>
<p>Homelessness Taskforce Update on the work of the Homelessness Taskforce</p>	<p>WMCA Board 17 November 2023</p>	<p>Open</p>	<p>Councillor Kerrie Carmichael Inclusive Communities Portfolio Lead</p>	<p>Julia Cleary, Claire Dhami, Neelam Sunder Head of Corporate Support & Governance, Head of Systems Change and Inclusion,</p>

Financial Monitoring Report To provide a summary of the WMCA's financial position as at 30 September 2023.	WMCA Board 17 November 2023	Open	Councillor Bob Sleigh Finance Portfolio Lead	Beverly Sullivan Financial Planning and Coordination Manager
Single Settlement To provide an update on the latest developments regarding the single settlement arrangements.	WMCA Board 17 November 2023	Open	Councillor Bob Sleigh Finance Portfolio Lead	
Bus Franchising Update To provide a further update on work to support the consideration of any future bus franchising decision.	WMCA Board 12 January 2024	Part exempt	Councillor Mike Bird Transport Portfolio Lead	Pete Bond Director of Integrated Transport Services
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The Forward Plan

This document sets out known 'key decisions' that will be taken by the West Midlands Combined Authority (WMCA) over the coming months.

Forthcoming key decisions are published online to meet the statutory 28 day notification rule for each meeting where a key decision will be taken. Where it has not been possible to meet the 28 day rule for publication of notice of a key decision or an intention to meet in private, the relevant notices will be published as required by legislation as soon as possible.

What is a key decision?

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A 'key decision' means a decision of the Mayor, WMCA or officer which is likely:

- (a) to result in the WMCA incurring expenditure, making savings or generating income amounting to £1m or more; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the WMCA

The report relating to a decision, together with any other documents being considered, will be available five clear working days before the decision is to be taken (unless the documentation contains exempt information).

The forward plan also provides notice of when the WMCA may decide to exclude the press and public during consideration of a particular matter due to the potential for disclosure of confidential or exempt

information. The grounds upon which local authorities can exclude the press and public are specified by law and details of the exempt categories are available on request from the Governance Services team (governance.services@wmca.org.uk).

Councillors or members of the public wishing to:

- make a representation about why a matter should be heard in public, or
- submit information to the decision-making body about an item in the forward plan, or
- request details of relevant documents, or
- seek advice about the WMCA's decision-making arrangements,

should contact the Governance Services team: governance.services@wmca.org.uk