

Appendices

Appendix 1 - RAG status trend 2023/2024

Monitoring period	RAG Status			Complete	Not Started	Total
Apr-23	95	0	0	0	32	127
May-23	110	1	0	1	15	127
Q1 Jun-23	115	3	0	1	8	127
Jul-23	115	6	1	1	4	127
Aug-23	117	5	1	1	3	127
Q2 Sep-23	112	9	2	1	3	127
Oct-23	108	11	2	3	3	127
Nov-23	107	12	2	6	0	127
Q3 Dec-23	106	10	4	7	0	127

Appendix 2 – Q3 performance by exception and mitigation commentary

Indicator type & No	Indicator Description	Rag Status	Milestone mitigation commentary
HLD 98	Maintain and update the net zero and environment data dashboard to provide insight on progress in delivering ambitions		<p>Net Zero and Environment dashboard - The project has been delayed several times due to changes in lead however, Data & Digital now have a contractor to deliver the project and have advised the project will be delivered by March 2024.</p>
HLD 114	Deliver and coordinate investment in the modernisation and improvement of 16 Summer Lane to support business needs		<p>Capital Investments - Commencement of the programme of building maintenance is dependent upon publishing of a 16 Summer Lane Property Management Plan (PMP). This report will provide recommendations for the long-term future of 16 Summer Lane and is required before any large-scale costly capital works planned are undertaken. This report is now expected at the end of January.</p> <p>In the meantime works to carry out essential remedial works to the fire compartmentation and fire doors at SL have commenced. These works will ensure that we are fully compliant from the fire risk perspective. Essential car park relining and repairs due to be undertaken in January.</p>
HLD 72	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 via overseeing and managing the development and delivery of the regional One Public Estate and Place Pilots Programmes		<p>Public Sector Collaboration - Work continues to progress at pace to deliver the Place Pilots Programme. External spend on the Pilot Projects within the programme has now begun to commence, with a £10,000 commission to undertake mapping work and soft market testing to establish programme management for circa £100k underway. As spending on the pilots commenced later than expected, the milestone remains behind projected however, the forecast has been revised since designing of the milestone, with more spend expected toward the end of the financial year.</p> <p>Place Pilots funding must be committed by May 2024 and any remaining funding will need to be returned to Cabinet Office, which may have reputational impacts. Although there is plenty of time to catch up on spend, and the programme progresses at pace, it is worth noting this small risk in advance.</p>

Indicator type & No	Indicator Description	Rag status	Milestone mitigation commentary
KPI 111	Implement new ways of working.	-	<p>Ways of Working – Whilst initial progress was behind that originally planned there is now substantial programme of work underway to improve systems and processes and procedures across WMCA. Including embedding a High Support, High Challenge ethos with leaders and managers.</p> <p>People and Culture Strategy – WMCA Launched its People and Culture Strategy to staff earlier this year. Engagement was shared across WMCA and feedback is currently being collated.</p> <p>Staff Engagement Survey - Timescales to conduct the survey have been reviewed and reprioritised and the survey will be delivered before the end of the financial year using the Investors in People framework.</p>
HLD 107	Make the case for local rail devolution to deliver better outcomes for a future railway		<p>Great British Railway Transition Team (GBRTT) Partnership - The specific milestone concerns the delivery of a draft high level partnership by the end of the financial year. As a result of the lack of legislation for Great British Railways in the King's Speech, the partnership direction has shifted away from substantive partnership development towards delivery of early tangible improvements in anticipation of the partnership. In this context, the delivery of a high level partnership will not be possible before year end. The lack of legislation has also led to a pause in the development of the GBRTT operating model, which is a key dependency for a high level partnership.</p> <p>Customer Experience Policy - The workstream is likely to be prioritised as part of the GBRTT partnership work, this decision will be ratified at the next Partnership Oversight Group meeting in February. A delivery mechanism involving GBRTT's customer team is under development.</p> <p>There are no serious implications for not delivering the HLD this financial year, it is more an opportunity lost rather than a risk.</p>
KPI 68	Lead WMCA Strategic Acquisitions, Disposals and Asset Management programmes		<p>Acquisition Plan for WMCA – This is underway but progress has been constrained by available capacity in the team. There are no impacts of the delay to commencement at this stage.</p>
KPI 96	Develop and deliver the agreed regional approach to tackling air pollution through the development of a Regional Air Quality Framework, including behaviour change campaigns		<p>Air Quality Sensors - There have been delays with DLUHC in finalising the business case to secure additional funding for air quality sensors. The procurement will be completed by end of March with the sensors installed by autumn. There are no implications as funding is available to go over financial years. We are working with the Data Insights Team (TfWM) to produce a spec for the air quality data platform.</p> <p>Air Quality Change - The project has been slightly delayed but procurement is now concluded with a successful bidder and the project is progressing with stakeholders. Whilst the 3 campaigns and 21 community events won't be completed by March 2024, there are no significant implications as the funding extends into next year.</p>

Indicator type & No	Indicator Description	Rag Status	Milestone mitigation commentary
HLD 59	Building and planning tomorrow's railways by delivering the Rail Investment Programme		<p>Package 1 Grouting - had commenced at Willenhall but this was paused when Buckingham Group Contracting Limited entered administration in August 2023. Works have restarted on site following novation of the contract to Kier, however the knock-on onsite delays mean it will not complete by the end of the year.</p> <p>Other milestones remain on track.</p>
HLD 84	Grow SMART Hub capacity to support local authorities to access funding, intelligence and expertise to retrofit homes to reduce carbon emissions		<p>Market Development Phase 1 - Need for devolution and Net Zero Accelerator to take precedence over this project means that resources have not been available to take this forward. We are seeking to take this work forward as far as possible within time constraints.</p> <p>Retrofit Future - Need for devolution and Net Zero Accelerator to take precedence over this project means that resources have not been available to take this forward. We are seeking to take this work forward as far as possible within time constraints.</p>
HLD 44	Improving the financial, operational and asset performance of WM Metro to support metro services and network expansions		<p>Buy Before You Board - is behind schedule with delivery now expected by autumn this year.</p> <p>Traction Power 1 – whilst the programme is slightly behind the original plan Midland Metro Alliance are working with Matrix Power to look for programme betterment. Substation 4 will not be installed before the end of the financial year; the implications of the delays are reduced network resilience should there be issues with the existing substations.</p> <p>Car Body 2 – whilst repairs and negotiations continue with CAF there is now sufficient tram availability to provide a resilient operation.</p>
HLD 11	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>Adult Education Budget Leadership Provision - The Procurement process has now been completed. Contract letters to be sent out to successful bidders to progress. This milestone should be back before the year-end.</p>
HLD 60	Extending the WM Metro Network to better serve more people and businesses delivering Westside (Edge), Wolverhampton City Centre, WBHE and Birmingham East Side extensions		<p>Depot 1 - The Metro Network Expansion is subject to separate and regular ongoing monitoring and reporting. The Amber status simply reflects latest delivery programmes against original plans.</p>
HLD 28	Enable healthy, productive workforces and deliver evidence-based initiatives focusing on 'good work' as a determinant of health		<p>Thrive at Work - Overall, this indicator is tracking slightly behind the overall completion target but anticipated will make up the shortfall by the end of the financial year.</p>
HLD 94	Implement activities to deliver the Natural Environment Plan including the Local Nature Recovery Strategy and related projects		<p>West Midlands Local Nature Recovery Strategy (LNRS) delivery has been delayed significantly due to delays in the government approving secondary legislation and issuing guidance. We have now recruited an LNRS Coordinator who started in November 2023. The overall delivery of the milestone will not be affected.</p>