



West Midlands
Combined Authority

Overview & Scrutiny Committee

Date	25 February 2019
Report title	Development of the WMCA Annual Plan 2019/20
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Report has been considered by	

Recommendation(s) for action or decision:

The Overview & Scrutiny Committee is recommended to:

- (1) Discuss the key principles and proposed features of the emerging WMCA Annual Plan 2019/20 to inform the further development of the document ahead of WMCA Board approval in June 2019.

1. Purpose

- 1.1 This report provides an update to the Overview & Scrutiny Committee on the development of the WMCA Annual Plan for 2019/20 and seeks feedback and endorsement of the principles and features being used to develop the Plan.

2. Background and context

- 2.1 The WMCA is committed to the principle of pre-decision scrutiny as part of the overall collaboration and involvement that sits at the heart of how it operates. This report is presented as an opportunity for the Committee to provide timely critical friend challenge on an emerging and evolving plan. It is intended to help inform the further development of the document ahead of planned engagement and CA Board approval, and complement the engagement and challenge inherent in the WMCA policy development process.
- 2.2 The overall shared vision of the WMCA is to drive inclusive economic growth and enable a healthier, happier, better connected and more prosperous population. To deliver this vision it focusses on seven strategic priorities relating to economic growth, housing, skills, environment, well-being, public service reform and transport.
- 2.3 As part of its business planning and performance management, the WMCA produces an Annual Plan. The purpose of the Plan is to:
- Set out the priorities of the WMCA so that partners and stakeholders are clear on the key areas of focus and priorities for the year ahead
 - Provide a strategic context for the WMCA as an organisation so that service plans and operational activity directly contributes to the overall vision and priorities
 - Enable the WMCA to articulate what is being delivered and planned, and be able to oversee and review progress against priorities

3. Development of the Annual Plan 2019/20

- 3.1 The development of the Annual Plan for 2019/20 builds on the approach taken to develop the 2018/19 Plan. It takes account of the feedback from Programme Board and the Overview and Scrutiny Committee during that process. The experience and learning has shaped the key principles guiding our 2019/20 Plan:
- A succinct, forward looking document with a separate document summarising delivery and performance against the Annual Plan 2018/19
 - A high level summary of planned activity for 2019/20 with key performance measures that demonstrate delivery and impact
 - A separate Plan for TfWM, with a summary of key work streams and delivery for 2019/20 included in the main WMCA Plan
- 3.3 In terms of the structure of the Plan, the following content is proposed:
- Foreword
 - Introduction section – including a summary of what the WMCA is and how it works
 - Summary of the West Midlands economic context – including strengths, challenges and opportunities

- Vision and Strategic Priorities/Portfolios – summary of the inclusive growth aspirations and the strategic enablers that help deliver all priorities
- A section on each of the seven Strategic Priorities/Portfolios which will include:
 - narrative on the longer term aspirations and context
 - the key programmes, projects and activity being planned and delivered in 2019/20
 - key performance measures being used to demonstrated delivery and impact
 - summary of the WMCA resources (finance and staffing) allocated to the priority/portfolio
 - links to other relevant WMCA strategies and plans
- A section summarising the 2019/20 Budget and resources

3.4 An indicative example of a Strategic Priorities/Portfolios section is attached at [Appendix 1](#). Please note this is provided for illustrative purposes only and the content is subject to further change and refinement.

3.5 The draft Plan will be further developed over the next month, with the involvement and engagement of council chief executives, leaders, portfolio boards and the WMCA Programme Board. The Plan will be presented to WMCA Board for approval at its AGM in June 2019. The intention is for it to be presented alongside a document summarising delivery and performance against the Annual Plan 2018/19, and the annual 'State of the Region' analysis and report.

4. Financial Implications

4.1 The Annual Plan deliverables were developed as part of the Authority's 2019/20 Annual Planning and Budget setting process. The 2019/20 Budget was approved at the Combined Authority Board 8 Feb 2019 and contained a summary of the planned delivery that the budget underpins and which the published Annual Plan is now being developed to reflect.

5. Legal Implications

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

6. Equalities Implications

6.1 The Annual Plan will be equality impact assessed to ensure key equality considerations are taken into account.

7. Inclusive Growth Implications

7.1 In determining the inclusive growth implications of WMCA decisions and reports the Inclusive Growth Unit will use a Framework to apply a number of 'tests'. These are currently being developed for consideration and approval by the PSR Board in April 2019.

8. Other Implications

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

9. Schedule of Background Papers

Housing and Land

We are developing the UK's most successful, most innovative and delivery focused housing and regeneration programme, combining the very best of the public and private sectors. Delivery runs through everything we do. We are at the forefront of implementing WMCA's inclusive growth mission, and demonstrating the links and joins between housing, skills, transport, health and economic growth.

The role of WMCA is centred on 4 key delivery-focused areas:

- Setting a strategic investment and delivery strategy to unlock housing and employment delivery on brownfield sites
- Attracting new and deploying existing public and private investment and expertise to support delivery
- Building new and strengthening existing partnerships and relationships with investors, Government and other public sector organisations
- Direct intervention and deal-making

Overall aim and ambition

To enable the delivery of 215,000 new homes by 2031, significantly increasing the proportion of affordable housing and driving new quality and design benchmarks

Priorities and key work streams for 2019/20

To make progress towards the overall aim and ambition the following projects and activity will be delivered during 2019/20:

Setting a strategic investment and delivery strategy for housing and land

- Develop a regional spatial investment and delivery plan (SIDP)
- Launch the single commissioning framework, consistent process and funding portal for all devolved housing and land funds
- Deploy devolved housing and land funds and WMCA resource to secure a step change in the quality, quantum and pace of housing and employment delivery
- Through leadership of the One Public Estate Programme, progress development of a single public land disposals strategy and pipeline
- Support the delivery of nationally significant projects and programmes, e.g. UKC

Delivering a pipeline of land for development and investment, unlocking and accelerating delivery on challenging brownfield sites

- Unlock stalled and complex housing and commercial sites through a range of intervention measures
- Develop a regional commercial/employment site pipeline
- Develop genuine, attractive investment proposals which can be put to the market
- Create a comprehensive pipeline of brownfield housing and employment opportunities on key transport corridors and in town centres

- Contribute to the ambition for 80% of new housing supply on brownfield land

Increasing the supply of the right homes in the right places for region

- Continue to work with councils and partners to increase the supply of new homes, making clear progress towards the target of 16,500 new homes per annum (from 12,000 in 2017 and 7,500 in 2011)
- Continue to work with councils and partners to increase the supply of affordable and social housing in the region, making clear progress towards the ambition of tripling the supply from 2,000 homes (2017) to 6,000 by 2026
- Submit an ambitious regional affordable and social housing deal to Government
- Secure bespoke new supply agreements with housing associations, large and small, existing and new to the region

Transforming the quality of development

- Secure a nationally leading advanced methods of construction programme including a new Advanced Methods of Construction (AMC) strategy and route map
- Support the take up of AMC in new development proposals but particularly on all sites where WMCA has an interest e.g. through landownership or funding
- Improve standards of design through the development and implementation of a new regional design charter

Brokering new funding and investment for development, infrastructure and land

- Establish new loan funds, where required, for housing and commercial development
- Submit a revised bid to the national Housing Infrastructure Fund
- Secure new partnerships with developers and investors, supported by the new regional commercial property forum
- Launch the West Midlands Investment Prospectus at MIPIM Cannes

Accelerating place-making and regeneration in town centres and beyond

- Jointly develop with local councils and implement delivery and investment plans for 5 pilot town centres
- Launch a second wave of town centre projects
- Support bids from the region to the Government's Town Centre Fund
- Create corridor investment plans with Walsall to Wolverhampton and Sandwell to Dudley as the first stage of wider growth corridors programme

Performance monitoring – demonstrating WMCA delivery in 2019/20:

Performance Measure/Indicator	2019/20 target
Development of a regional spatial investment and delivery plan (SIDP)	Q1 2019
5 x Town centre delivery and investment packages	Q1 2019
Launch of a regional design charter	Q2 2019
Launch a single commissioning framework for housing and land investments	Q2 2019
Ensure local plans across the region are reviewed and/or updated (as necessary) to enable the delivery of 215,000 homes by 2031	Q4 2019

Performance monitoring – measuring the impact of activity and influence:

Measure/Indicator	2019/20 target/change
Progress towards the target of 16,500 new homes built per annum by 2031	
An increase in the annual starts/completions of affordable homes	
An increase in new housing provided on brownfield land	
Increasing the number of new homes built with modular techniques, targeting over 50% by 2030	

WMCA resources in 2019/20:

WMCA Budget	Funded by:
£2,348,592	£147,271 from Constituent / Non-Constituent Membership Fees £2,201,321 from Devolution Grants
WMCA Staffing	Structure:
15.0 FTE	Director of Housing & Regeneration Head of Land & Delivery Head of Policy - Housing & Regeneration Senior Development Manager x 3 Strategic Delivery Adviser x 3 Programme Manager Graduate Trainees x 5

Links to policy, plans and strategies:

- Land Commission Report: February 2017
- Land Delivery Action Plan: September 2017
- Housing Deal: March 2018

Leadership, Accountability and Decision-Making:

- Portfolio Lead Member: Cllr Mike Bird
- Portfolio Sponsor Chief Executive: Jan Britton
- Lead WMCA Director: Gareth Bradford, Director of Housing & Regeneration
- Relevant WMCA Board(s): Housing and Land Delivery Board, WMCA Board, Investment Board