



**WEST MIDLANDS**  
COMBINED AUTHORITY

## Board Meeting

<b>Date</b>	23 June 2017
<b>Report title</b>	Delivering Our Priorities: The Mayor and WMCA Structures
<b>Portfolio Lead</b>	Andy Street - Mayor of the West Midlands
<b>Accountable Chief Executive</b>	Martin Reeves – Chief Executive of the WMCA Email: martin.reeves@coventry.gov.uk
<b>Accountable Employee</b>	Andrew Browning – Chief of Staff to the Mayor Email: andrew.browning@wmca.org.uk
<b>Report to be/has been considered by</b>	WMCA Board

### Recommendation(s) for action or decision:

#### The Combined Authority Board is recommended to:

1. Endorse the proposed development of WMCA structures in order to deliver the priorities of the Mayoral West Midlands Combined Authority.

## **1.0 Purpose**

- 1.1 To share the Mayor's proposed approach to the WMCA structures to deliver the priorities of the Mayoral West Midlands Combined Authority.

## **2.0 Background**

- 2.1 The West Midlands Combined Authority has seen considerable success following the Devolution Deal with Government signed in November 2015 and the formal establishment of the Combined Authority in June 2016.
- 2.2 However, delivery has often relied on the goodwill of members of the West Midlands Combined Authority and other regional stakeholders, often involving the informal borrowing or sharing of resources (the 'beg, buy, borrow' approach).
- 2.3 The election of the first elected Mayor of the West Midlands on May 4<sup>th</sup> 2017 opened a new chapter in the development of the WMCA, providing new opportunities to improve the lives of citizens in the region.

The Mayor brings new opportunities:

- A directly elected political leader with a democratic mandate to deliver WMCA priorities.
- A single voice for the region to represent the West Midlands in London and around the world.
- An ambitious mayoral policy agenda, as set out in Andy Street's Renewal Plan for the West Midlands (Appendix 1).

- 2.4 The Mayor seeks to make sure that the WMCA's policy priorities and the Mayor's policy priorities are completely aligned, to ensure the effective delivery of these shared objectives.
- 2.5 These developments warrant a review of the structures in the WMCA to ensure continued success in delivering the WMCA's aims.

## **3.0 WMCA Portfolios**

- 3.1 The Portfolio Leads for the WMCA are held by the seven leaders of the Constituent Councils and one Non-Constituent Council, and the Mayor will work closely with them to deliver the priorities of the WMCA.
- 3.2 The Portfolio Leads have agreed to some minor changes to their policy portfolios to reflect the changes to the WMCA Board and the policy priorities of the Mayor of the West Midlands.

The portfolio responsibilities for each Lead member are shown below, with changes shown with asterisks (\*):

<b>Portfolio</b>	<b>Lead Member</b>
Wellbeing Board* and HS2	Councillor Bob Sleigh
Transport	Councillor Roger Lawrence
Skills and Productivity	Councillor George Duggins
Economic Growth	Councillor John Clancy
Environment*	Councillor Pat Harley
Cohesion & Integration* and Public Service Reform	Councillor Steve Eling
Housing & Land	Councillor Sean Coughlan
Finance & Investments	Councillor Izzi Seccombe

3.3 Councillor Bob Sleigh was appointed Deputy Mayor of the West Midlands Combined Authority at the last meeting of the WMCA Board.

3.4 The Mayor will meet with the Portfolio Lead Members to agree the detailed roles, responsibilities and the operating model for the Group.

#### **4.0 Local Enterprise Partnerships (LEPs) and Business Engagement**

4.1 **Continued role of the LEPs:** LEPs have played a crucial part in driving the WMCA's achievements up to this stage, and they remain the constitutional mechanism by which the private sector is included in the Combined Authority.

4.2 The continued role of the LEPs in the WMCA Board as non-constituent members is strongly supported by the Mayor, and there is no case for reforming the number of the LEPs.

4.3 The economic logic of the core three LEP geography as in the original Devolution Deal with the Government still holds true today. The Mayor seeks to encourage the focus on the Black Country, Greater Birmingham and Solihull, and Coventry and Warwickshire sub-regional economies, whilst encouraging joint working where appropriate.

4.4 The Mayor also reaffirms the critical role of the Strategic Economic Plan (SEP) Board, and the leadership role played by the LEPs, working in tandem with council leaders (both constituent and non-constituent members), in particular with Councillor John Clancy and Councillor George Duggins as the Portfolio Leads.

4.5 **Proposed Business Advisory Group:** The Mayoral Combined Authority now has the opportunity to engage with business more broadly, and in particular, with the array of representative organisations in the region.

- 4.6 Therefore the Mayor proposes to establish a Business Advisory Group for the three-LEP geography. The purpose of the Business Advisory Group is to:
- Advise the Mayor on the concerns of businesses across the West Midlands
  - Identify ways that West Midlands businesses can support the Mayoral WMCA's agenda
  - Draw in the resources and expertise of West Midlands business representative organisations
- 4.7 The Business Advisory Group will be chaired by an independent business leader, appointed by the Mayor of the WMCA.
- 4.8 The Business Advisory Group will be comprised of the Chair, a representative of each organisation, and will typically meet quarterly with the Mayor and the LEP chairs.
- 4.9 Organisations will be invited by the Chair to become members of the group, including the Chambers of Commerce, Confederation of British Industry, the Institute of Directors, the Federation of Small Businesses and other similar organisations.
- 4.10 The Business Advisory Group will not be a constitutional body of the WMCA, but will be convened by the Mayor in an advisory capacity. It will however be expected to lead pieces of work, either for the Mayor directly or via the SEP Board.
- 4.11 This approach to the LEPs and the Business Advisory Group has been discussed and agreed with the LEP chairs.

## **5.0 WMCA Executive**

- 5.1 The purpose of the WMCA Executive is to deliver the main policy priorities of the mayoral WMCA.
- 5.2 The organisation has evolved from Centro into the WMCA, and is still heavily transport-focused. Any work the WMCA has undertaken outside transport, has been resourced through a 'beg, buy, borrow' approach.
- 5.3 To drive delivery in our priority policy areas: Transport, Housing, Skills, Public Sector Reform and Devolution, this approach is no longer sustainable and a high-quality dedicated executive team is needed.
- 5.4 A number of roles in this executive team are already filled:
- Laura Shoaf, MD of Transport for West Midlands
  - Neil Rami, Chief Executive, West Midlands Growth Company
- 5.5 A number of appointments are in progress for roles which have been proposed:
- Chief Executive Officer
  - Director of Skills
  - Director of Housing and Regeneration
  - Director of Strategy
  - Director of Public Service Reform
  - Director of Finance

- 5.6 This team will form the WMCA's Executive Board, which will be chaired by the Mayor of the West Midlands.
- 5.7 Further details of these appointments are being brought before the WMCA Board in a separate paper.

## **6.0 Mayoral Initiatives / Taskforces**

- 6.1 In addition to work of the WMCA Executive, the Mayor will launch a number of initiatives and Taskforces which will seek to bring in expertise and resources from outside the WMCA organisation to tackle specific policy issues.
- 6.2 Each Taskforce will have its own terms of reference and governance structure which will report directly to the Mayor, via a Chair who will be responsible for the delivery of agreed outcomes.
- 6.3 The members of these Taskforces will be appointed by the Mayor. Taskforces will seek to include members and officers of constituent and non-constituent councils in their work where appropriate.
- 6.4 The Mayor has already launched a Homelessness Taskforce to tackle the challenges of rough sleeping and homelessness across the West Midlands.

## **7.0 Mayoral Office**

- 7.1 The Mayor also has a small team dedicating to supporting the activities and office of the Mayor. The team runs the Mayor's diary, events, press, correspondence, policy advice, and overall delivery of manifesto commitments. This team is managed by the Mayor's Chief of Staff.
- 7.2 As per the Constitution of the WMCA, the Mayor will appoint one political advisor as part of the Mayoral Office. This role will be separate from the Mayor's Chief of Staff.
- 7.3 The Mayor's Office will be based at 16 Summer Lane, Birmingham, B19 3SD, with satellite office spaces in Coventry and Wolverhampton.

## **8.0 WMCA Commissions**

- 8.1 The commissions of the WMCA have successfully examined some of the most pressing issues facing the region: mental health, land and skills and productivity.
- 8.2 The Mayor seeks to support the commissions in their work, and ensure the recommendations of their reports are taken forward as appropriate.
- 8.3 This model has proven successful and the Mayor will work to establish further commissions for WMCA policy priorities, as agreed with the WMCA Board.

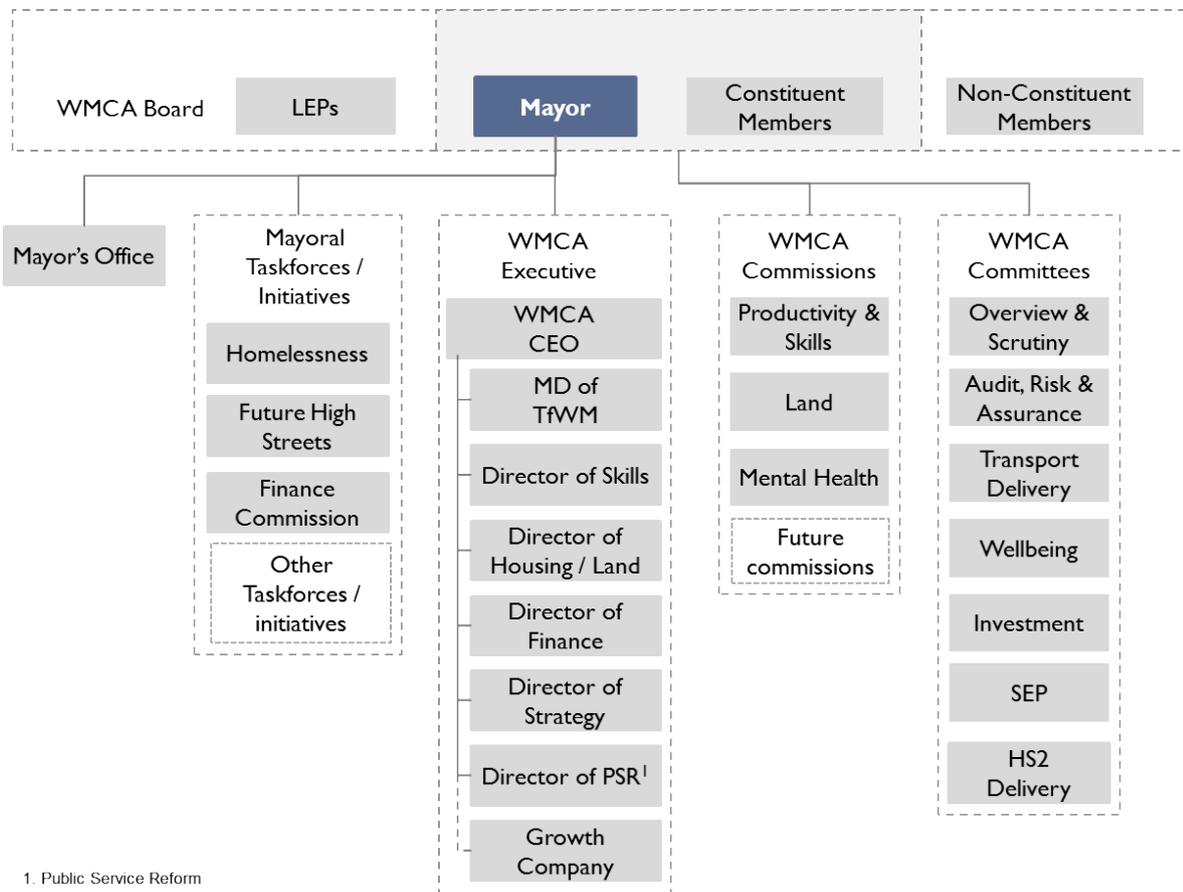
## 9.0 Existing WMCA Committees

- 9.1 The Committees of the WMCA fulfil a range of functions which are vital to the operation of the Combined Authority. The Mayor will seek to work with all the Committees of the WMCA and support their work.
- 9.2 The WMCA Investment Board in its current form functions effectively and does not require an independent chair. However, the need for an independent chair should be reviewed if the scale or complexity of investments changes significantly.
- 9.3 No changes are being proposed to the following bodies at this stage:

Overview and Scrutiny Board
Audit, Risk and Assurance
Transport Delivery Committee
Wellbeing Board
Strategic Economic Plan Board (SEP Board)
HS2 Delivery Board

## 10.0 Overall WMCA structures

- 10.1 The organisational structures of the WMCA as described above, can be illustrated in the organisational chart below:



## **11.0 Financial implications**

- 11.1 No request for extra financial resources above what has been budgeted for 2017/18 is being made.
- 11.2 There will be further financial requirements, for example, to support the Mayoral Taskforces, but these will be approved through the WMCA Board or the proper delegated authority.

## **12.0 Legal implications**

- 12.1 There are no immediate legal implications arising from this report

## **13.0 Equalities implications**

- 13.1 The Mayor will seek to increase the representation of women and the diverse communities of the West Midlands in leadership positions across the WMCA.
- 13.2 There are no other equalities implications arising from this report

## **14.0 Appendices**

Appendix 1: Andy Street's Renewal Plan for the West Midlands