



West Midlands
Combined Authority

Public Service Reform Board

Date	26 September 2019
Report title	PSR and Social Economy - Programme Update
Accountable Chief Executive	Phil Loach, Chief Fire Officer to West Midlands Fire & Rescue Authority email: phil.loach@wmfs.net tel: (0121) 380 6909 Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Henry Kippin, Director of Public Service Reform email: henry.kippin@wmca.org.uk tel: (0121) 214 7880 Marisia Curran, Programme Manager - Business Improvement email: marisia.curran2@wmca.org.uk

Recommendation(s) for action or decision:

The Public Service Reform Board is recommended to:

- (1) Note that the update of the PSR Team including the key themes for each area moving forward.

1. Purpose

1.1 The purpose of this report is threefold:

- To provide the Board with an update on activities across the PSR workstreams with key items of note.
- Inform of a set of next steps for the team and share key dates for the short term.
- An update on the business improvement programme supporting People, Process and Culture

2. Background

2.1 The work of the PSR portfolio aims to align joined up services for citizens and residents based on need without obvious delimitation between the organisations involved in the service provision and leading to better outcomes for citizens. A shift in focus to more prevention work, rather than dealing with issues later on down the track enables us to improve residents wellbeing in the region.

2.2 Public Services are designed around user needs and this is where the digital, data and technology are used, where appropriate in public services to meet or exceed the service standard. Use of Digital, Data and Technology to improve public service provision, is scaled and where appropriate shared across different organisations, to maximise efficiencies whilst also future proofing the region! Low Carbon energy system for the region through the Environmental workstream.

3. Wellbeing

3.1 The Wellbeing team are working collaboratively to reduce the chronic levels of physical inactivity and inequalities in those who take part and in doing so, using the power of sport and physical activity to contribute to wellbeing and inclusive economic growth. This is set out in the WMCA's West Midlands on the Move Strategic Framework. The WMCA convene the WM wide cross stakeholder work on individual and community behaviour and system influence and change in transport, wellbeing, housing and delivering work at scale including driving a more inclusive and disabled customer focused approach to service improvement, improving public space and realm, inspiring people to be active by doing social and community good.

- The WM has the highest levels of physical inactivity in England and the Black Country the highest in the West Midlands.
- Over 50% of disabled people are currently inactivity.
- Our communities tell us that there are many barriers and opportunities which need to be addressed such as employment, stigma, housing, skills, service provision and transport which would help them benefit from a more active lifestyle.
- Our evidence suggests that an additional 100,000 adults need to be encouraged be active to get to national inactivity levels, this would result in a health saving of approximately £330m and bring a £147m boost to the economy. The most prosperous cities are the most active. If the WM was the most active region, the economic boost and health saving could be 10 fold.

3.2 Instigated the development of the wellbeing charter as part of the WMCA's housing growth, testing impact of improving public spaces and realms by delivering a trial with 4 local authorities with the opportunity to apply learning to deliver at scale.

- Ensuring that the WMCA realises the health and physical activity benefits of active travel including Better Streets and Cycling and Walking infrastructure plans.
- Inspiring people to be active by helping vulnerable adults to live well through Good gym West Midlands and Bounce Alzheimer Therapy trial in Birmingham.
- Leading the implementation of the WM Mayor's Disability and Physical Activity Report by addressing some of the barriers identified through consultation which prevented them getting active such as over 30 organisations have committed to the Include Me WM Pledge and public awareness campaign, health and social care training in encouraging people to be active, public transport behaviour change trial with Swift; establishing a WM Disabled Citizens Network focusing on co-design, production and evaluation.

4. What Next

- In partnership with constituent authorities and with Sport England, the WMCA will convene a collaborative engagement programme including a community of learning and developing shared cultures, values and principles to strengthen this work, we will bring expertise when there is agreed benefit.
- We will contract expertise to evaluate the impact of our collaborative work, not only in getting people active but on behaviour and system influence and change.
- Trial how the sport and physical activity sector can utilise advancements in digital to get more people active.
- Lead work in agreeing the future common priorities which would have the greatest impact in getting more people active.
- As one of the Games Partners, work with stakeholders to agree and implement Birmingham Commonwealth Games Legacy Plans for Wellbeing and Physical Activity.

5. Wellbeing Premium Trial

5.1 This is the trial of a model to test the tipping point at which an employer would initiate wellbeing programmes into the workforce. It seeks to work with 148 small and medium enterprises (SMEs) across the WMCA footprint and works on the premises of a Randomised Control Trial. The programme will focus on key enablers in the company as well as developing wellbeing across mental health, musculoskeletal and lifestyles linking it to the wider WMCA wellbeing and physical activity strategies.

5.2 £1.4m in funding was successfully bid from the Work and Health Unit Innovation Fund with quarterly payments that started in April 2018. The funding covers the costs of the programme team, grant payments to SMEs, network meetings and evaluation partner costs.

5.3 WMCA successfully recruited above the required number of SMEs onto the trial. The recruited businesses represent a wide range of business sectors across the WMCA footprint which will support generalisability and scalability of findings. There has been some drop-out of businesses from the trial due to barriers facing them as an organisation, however we continue to have sufficient power and a well-designed trial that serves the objectives of doing the research and will report and analyse appropriately and transparently. Currently 104 SMEs continue on the trial.

6. What Next

6.1 The pilot is due to run until December 2019 with reporting to be complete by March 2020 to support wider discussion around roll out and policy change with Government Departments in 2020.

7. Findings

7.1 The programme is being formally evaluated by our academic partners- RAND Europe, Warwick Medical School and Warwick Business School. The evaluation will include impact, process and accreditation assessments. Significant amount of learning about the behaviour of SMEs from both those that stay in the trial and those that drop-out will be gained from the trial.

8. Thrive at Work Wellbeing Awards Programme

8.1 Following the cessation of the Work Place Wellbeing Charter the West Midlands Combined Authority have worked with multiple partners and experts to create a new Thrive at Work programme. This programme builds on the existing evidence base and creates a model for improving wellbeing in work place.

8.2 The development broadens the focus of the wellbeing agenda to create a set of enablers within an organisation, developing a social value contract within the organisation. The programme focuses on mental health, muscular skeletal health, improving physical activity and a number other risk factors including poor diet, smoking and poor financial health. The Thrive at Work Programme is available to view here: <https://www.wmca.org.uk/media/2565/thrive-at-work-commitment-framework.pdf>

8.3 There was limited initial capital to develop the programme, so this was done with the current resources available within WMCA and partner organisations. However as the programme has continued to expand rapidly business cases have supported the recruitment of an accreditation manager and mental health commission coordinator for the programme from the mental health commission budget.

8.4 In addition to the 104 businesses that are continuing on the trial and programme another 220 have signed up for just the programme, with a range from 2 employees to over 22,500 employees per organisation. Businesses from across a range of sectors are registered including universities, hospitals, local authorities, construction, manufacturing, charities, schools etc. Nearly 130,000 employees have the potential to be positively impacted through the businesses that are signed up to the programme.

8.5 Some businesses are already close of achieving accreditation, with a significant number of others making good progress on the journey and reporting positive impacts.

9. What Next

- 9.1 Funding from Midlands Engine will support the running of the programme until Mar 2022, however as the programme expands additional sources of revenue including potential franchising of the model, sponsorship and commercialising the awards are being explored. It is anticipated the cost of running and expanding the programme beyond Mar 2022 will be approximately £500,000 per annum.

10. Findings

- 10.1 Reporting will include numbers on the programme, progress and impact on employers and employees.

11. Inclusive Growth

- 11.1 This workstream involves building new 'architecture' for the region's commitment to inclusive growth, and using that architecture to disrupt existing delivery so that it has inclusive outcomes for citizens and their places.

- 11.2 The elements of the overall architecture are :

Name	Recent update
<i>Inclusive Growth definition</i> <i>A more deliberate and socially purposeful model of economic growth – measured not only by how fast or aggressive it is; but also by how well it is created and shared across the whole population and place, and by the social and environmental outcomes it realises for our people.</i>	This definition has been stable for a year – co-developed between WMCA, the Inclusive Growth Unit, and wider civil society. It can be revisited if required, but there seems to be broad approval of it, both in isolation and in how it links to the other elements.
<i>Inclusive Growth Unit</i> A collective of external experts and WMCA officers, which works to develop the intellectual underpinning of inclusive growth, as well as challenging the wider West Midlands to 'learn by doing'.	One of the IGU members – The Joseph Rowntree Foundation – has agreed to invest into a new staff member for WMCA. Part of their role will be to bring the IGU together on a regular basis, and to ensure that there is broader involvement in their thinking and challenge. This job will go out to advert at the end of September 2019.
<i>Inclusive Growth Framework</i> <i>'What good looks like'</i> – a set of indicators, framed so as to balance social, democratic, economic, and environmental concerns. If the economy is working to give everyone a chance at a good life in a good place, the indicators should show that. This is the inclusive growth alternative to simply assessing growth, jobs, and trade. Developed with Public Health England, Black Country Consortium, and the wider Inclusive Growth Unit.	A refreshed version of the Framework went to WMCA Board on May 24 2019. Since then, Grace Scrivens (<i>Analyst – PHE secondment</i>) has been using the Framework to analyse and benchmark the inclusive growth corridors. This work has helped us to see whether projects at lower or otherwise custom spatial levels need different indicators to the ones measured regionally.

<p><i>Inclusive Growth Decision-Making Toolkit</i> A five-stage process to help policymakers and decision-makers unlock inclusive growth outcomes from their investments they make into people and place. Developed with MetroDynamics, Joseph Rowntree Foundation, Centre for Progressive Policy, and the wider Inclusive Growth Unit.</p>	<p>The Toolkit has been subject to one significant change since being approved by WMCA Board on May 24 2019. In a working session with the West Midlands Association of Directors of Public Health Network Lead for Inclusive Growth (Deborah Harkins), an additional phase 'Community Fit' was added, to give the needs and aspirations of people in their places space and thought.</p> <p>Since then, we have run two 'soft' tests of the Toolkit – on Kingshurst Town Centre, and on the Wednesbury / Brierley Hill Metro extension – both with a view to coming up with a wraparound service to the Toolkit that any local authority or other partner can tap into.</p>
---	--

12. Next Steps

12.1 The immediate priorities for the application of these tools are:

- Completing a benchmarking exercise of all of the 'inclusive growth corridors' so that WMCA can establish how best to add structure and value.
- Using the soft tests to learn what our local authority partners would find useful in terms of place analysis – e.g. Kingshurst revealed that Solihull would value some updated population insights that reflect how the place has changed since the last Census.
- With Barrow Cadbury Trust's support, develop a pair of ongoing 'conversations' with citizens to work out how we shift from 'consultation' to 'shaping change together'. A proposal for this work is being worked up by Localise West Midlands and Economy, both of which have experience in crafting civil society and citizen engagement.
- A regular 'symposium' wherein learning and best practice can be shared, to boost the confidence of regional partners, many of whom are already doing great work.

12.2 Another priority is implementing the Social Economy Taskforce recommendations, notably the ten year business plan, which should underpin WMCA's support for the social economy over the next ten years, and the gap assessment of the financial landscape. Initial conversations with Big Society Capital indicate that an approach similar to Bristol's 'City Funds' may help to align funds with the big 'missions' of the West Midlands – e.g. averting climate breakdown, a great start for all children, etc.

13. Environmental

13.1 To aim of this workstream is to avert climate breakdown, adapt to any 'locked in' climate change, make a significant positive impact on our environment and deliver clean growth that improves the quality of life for everyone in the region.

13.2 The most recent developments in this workstream are as follows:

Item	Recent update
Appointment of permanent Head of Environment.	The successful candidate is Jackie Homan, and she will start with the team on November 11 th . There has also been significant recruitment to Energy Capital, the energy system investment and innovation vehicle that WMCA is part of.
Climate Emergency	The WMCA – influenced by the Youth Strike 4 Climate Movement – declared a climate emergency at its AGM. This declaration creates space for greater ambition and more resources, which will be worked into future devolution deal / spending review asks from Government.
Regional Carbon Budget	<p>On July 26 2019, WMCA Board agreed to the following:</p> <p>(1) A West Midlands target of net-zero emissions no later than 2041, with interim targets based on a 2018 baseline of 36% reduction by 2022, and 69% reduction by 2027, supported by the corresponding carbon budgets was set.</p> <p>(2) The estimated financial cost of this transition as 1-2% of GDP, which was estimated at £40 billion for the West Midlands over the period to 2041, and that bringing the target forward ahead of 2041 would require additional investment, was noted.</p> <p>(3) An inclusive transition which protected marginalised communities, maximised support for West Midlands businesses, and helped individuals to change their own behaviours, was committed to.</p> <p>(4) It was noted that a Carbon Reduction Action Plan would be brought back to the WMCA Board in autumn 2019.</p> <p>(5) It was noted that proposals for additional funding would be submitted to the Government ahead of the November 2019 budget or Comprehensive Spending Review to accelerate the West Midlands carbon transition.</p>

14. Next steps

- 14.1 The highest priority for the next few months will be the production of the Carbon Reduction Action Plan green paper, which will act as the basis for collective action and investment into meeting the region's carbon budget. Overview & Scrutiny is keen that the plan also addresses how other key strategies such as the Local Industrial Strategy and the Strategic Economic Plan will contribute to meeting this target.

15. Financial Implications

- 15.1 All workstreams noted within this report are within the overall budget envelope for PSR and associated workstreams.

16. Legal Implications

- 16.1 There are no presenting legal issues from this report.

17. Equalities Implications

- 17.1 Each workstream of PSR is subject to WMCA equalities considerations. There overarching intention is for our work in this space to make a positive shift and strengthen policy and practice around equalities.

18. Geographical Area of Report's Implications

- 18.1 The report itself is relevant to the entire WMCA area. Some specific workstreams (as noted) are restricted to the Constituent geography.

19. Other Implications

- 19.1 No other implications have been identified in this paper.