

WMCA Board

Date	18 September 2020
Report title	Update on Annual Planning and Delivery 2020/21
Portfolio Lead	Andy Street - Mayor of the West Midlands
Accountable Chief Executive	Deborah Cadman, West Midlands Combined Authority email: deborah.cadman@wmca.org.uk tel: (0121) 214 7200
Accountable Employee	Julia Goldsworthy, Director of Strategy email: julia.goldsworthy@wmca.org.uk tel: (0121)214 7941
Report has been considered by	Strategic Leadership Team - 26 August 2020 Programme Board - 4 September 2020

Recommendation(s) for action or decision:

The WMCA Board is recommended to:

- (1) Note the changes to the high-level portfolio deliverables that were approved as part of the WMCA Budget 2020/21 and endorse the amended list of portfolio deliverables attached at Appendix 1.

1. Purpose

- 1.1 To advise of changes to the portfolio deliverables previously approved by the WMCA Board (as part of the Budget 2020/21) to ensure better support and alignment to the region's response to, and recovery from, the Covid-19 pandemic. A full half-year review of progress and performance against those portfolio deliverables will be presented to the Board in line with our established performance reporting arrangements.

2. Background

- 2.1 The report 'WMCA Budget 2020/21' approved by WMCA Board on 14th February 2020 included a summary of high-level priority deliverables for each of the WMCA portfolios:

- Economy & Innovation
- Productivity & Skills
- Housing & Land
- Culture & Digital
- Wellbeing
- Public Service Reform & Social Economy
- Environment, Energy & HS2
- Inclusive Communities
- Transport

- 2.2 The report 'Annual Planning: Review of 2019/20 delivery and update on 2020/21 planning' agreed by the Board on 5th June 2020 set out the rationale for not publishing deliverables as part of an Annual Plan document. Given the impact of COVID-19 and the significant level of uncertainty and change in the operating context it has created, the Board agreed the need to ensure WMCA delivery, support and influence is aligned to the Region's emerging recovery priorities.

3. The changing context for portfolio activity

- 3.1 The full impact of the Covid-19 pandemic is not yet known, and regional recovery priorities are not yet fully developed. But there is nonetheless a significant change to the environment within which the WMCA's planned delivery, enabling and influencing activity is being delivered.

- 3.2 The 'State of the Region' report (presented to WMCA Board on 24th July 2020) sets out a number of policy challenges which either threaten our strengths or further stress structural issues within the regional economy. Work undertaken through the Covid-19 Economic Impact Group (EIG), the Recovery Co-ordination Group (RCG) (including deliberative engagement with a Citizen's Panel), and analysis of other engagement and research suggests a number of priority themes and principles. The 'Recharge West Midlands', developed collaboratively, represents a £3.2 billion proposition to government to create or

safeguard 135,800 jobs, support 154,400 young people and workers and build 35,000 more homes in the region.

3.3 All of the above provide a context for WMCA portfolio activity, including:

- Reducing inequalities
- Ensuring recovery is inclusive and includes the citizen's voice
- Improving mental health and wellbeing, and increasing physical activity
- Building sustainable communities, including a focus on local businesses and community infrastructure
- Building better transport and digital links
- Recovery that safeguards the environment and is built on green growth
- Getting people back into work
- Jobs, skills and training that supports people to and find secure work
- Maximising the region's assets and opportunities

4. Update on 2020/21 portfolio deliverables

4.1 A review of portfolio deliverables has been undertaken which has included an assessment of changes to activity in light of Covid-19 and the post pandemic recovery context referred to in section 3 above. This has shown that while some of the supporting activity to realise deliverables may have been revised or repurposed, the majority of the portfolio deliverables themselves remain relevant, and progress against them has continued. There are a small number of changes to deliverables which are summarised in the table at paragraph 4.9 below.

4.2 The operating context has, of course, changed significantly and some portfolio deliverables have arguably become more important and relevant as a result of Covid-19, particularly in light of its disproportionate impact on some communities and the inequalities it has highlighted or deepened. For example, within the Inclusive Communities Portfolio the high-level deliverable of supporting a Young Combined Authority has provided a mechanism for engagement and insight about the impacts of Covid-19 on under-25s and has provided a citizen's voice to inform community and economic recovery planning. It is proposed that the Portfolio oversees the 'relaunch' of the Leadership Commission and activity that will help to further embed equalities, diversity and inclusion in how we plan, decide and deliver.

4.3 The Economy and Innovation Portfolio deliverable to 'Enable and coordinate cross-organisational and cross-partner working that builds economic resilience in the West Midlands' has seen activity shift to focus on economic recovery from Covid-19, and now involves support to the Economic Impact Group, as well as the development and delivery of the 'Recharge the West Midlands' proposition. The State of the Region report (an activity that supports the deliverable of 'providing integrated intelligence to support decision making in the region on a range of economic and social issues') was adapted to include specific analysis on the impact of Covid-19.

- 4.4 For Skills and Productivity each deliverable has a key focus that we have adapted to reflect the impact of the pandemic. For example, the 'accelerate apprenticeship delivery' has been replaced with 'promote apprenticeship delivery' to recognise the current economic situation and ability of employers to accelerate opportunities currently.
- 4.5 There have also been additional demands on the WMCA's shared services (the enabling and support functions that sit underneath all portfolios), including support for the establishment and servicing of new regional forums that facilitate recovery planning such as the Recovery Coordination Group (RCG) and the Mayor and Leaders Recovery Forum. There has also been a need to mobilise organisational capacity to support the development of regional submissions to Government on funding (e.g. Get Britain Building Fund) and informing new national policy legislation (e.g. Local Recovery and English Devolution White Paper). This has been additional activity to that which was planned in terms of developing a Spending Review 2020 submission.
- 4.6 There are a small number of new portfolio deliverables for 2020/21. Within the Well Being Portfolio there is the delivery of a Regional Health Impact of Covid19 Task-and-Finish Group (which will report to Board in November 2020). Within the Public Service and Social Economy Reform Portfolio there is a continued focus on strengthening and growing our approach to applied Inclusive Growth by embedding WMCA's Inclusive Growth assets into the latest WMCA's governance developments including the Single Assurance Framework and Economic Recovery as well as new work directly related to community recovery and digital inclusion. New activity in the Environment, Energy and HS2 deliverables will support the progression of the WM2041 Strategy and the focus on a green recovery from Covid19.
- 4.7 In terms of Transport, while no new deliverables have been added, a number of deliverables have either been affected or reviewed and updated in light of the impacts of the Covid-19 Pandemic. There have been a range of impacts across delivery on a number of areas due to the restrictions of lockdown such as construction delays at our Longbridge park and ride or the industry's lack of ability at this time to undertake business as usual and planned consultations with partners such as Rail franchise agreements.
- 4.8 The impact of lockdown and near shutdown of the transport system followed by the restart and reopening alongside the lifting of lockdown restrictions has affected many of TfWM 'Business as Usual' activities. The huge volumes of service changes required to both scale down and up transport operations bearing a huge challenge to our transport registration, information and communication functions and integrating the impacts and response required into our strategic transport planning and modelling and other such efforts have often meant that some activity has been delayed. The health, safety and security implications of Covid-19 on our transport network has been significant and critical to building back user confidence as we further progress out of Lockdown.

4.9 The table below provides a summary of key changes in portfolio deliverables and activity:

Portfolio	New or changed deliverables
Economy and innovation	No major changes to deliverables, but Local Industrial Strategy activity essentially repurposed to support Recharge West Midlands.
Productivity & Skills	<p>No major changes to the overall deliverables but there are specific changes to the detail of activity within each:</p> <p>Prepare our young people for future life and work</p> <ul style="list-style-type: none"> • An enhanced focus on young unemployed with a new youth offer planned <p>Support inclusive growth by giving more people the skills to get and sustain good jobs and careers</p> <ul style="list-style-type: none"> • Increased work in responding to redundancies and supporting the unemployed, in partnerships with JCP and LAs <p>Promote the concept of a skills ecosystem for the region</p> <ul style="list-style-type: none"> • Implemented new ways of paying providers to maintain stability <p>Continue to test, develop and embed new approaches to commissioning and delivering provision funded through the Adult Education Budget</p> <ul style="list-style-type: none"> • A change to the AEB allocations model – to retain in-year flexibility to respond to changing social and economic demand <p>A sharper focus on job outcomes</p> <p>The following deliverable has been revised:</p> <p>Accelerate the take up of good quality apprenticeships across the region to be revised to ‘Continue to promote the take up of good quality apprenticeships, sector-based work academies and work experience, as routes in to paid employment’</p> <p>One additional deliverable has been added:</p> <ul style="list-style-type: none"> • Additional work to be undertaken in submitting proposals to government and other funders
Housing & Land	<p>No changes to deliverables, however the business plan and work programme of the Housing and Land portfolio has been subject to review, refinement and clarification during the development of its Covid19 Recovery Strategy and Implementation Plan. As a result of this work, there have been a number of further commissions from the Housing and Land Board:</p> <ul style="list-style-type: none"> • Policy development for town centres, public land, employment land as part of the C19 response • A review of Single Commissioning Framework procedures • Delivery/business case work for proposals to HMG – including successfully securing a further £84m Brownfield

	Housing Fund from MHCLG to support the WMCA brownfield land programme, bringing forward our comprehensive site pipeline and hit wider deliverables such as affordable housing, zero carbon homes and Advanced Manufacturing in Construction
Culture and Digital	No changes to deliverables
Wellbeing	One new deliverable to support Covid-19 recovery: <ul style="list-style-type: none"> Regional Health Impact of Covid19 Task-and-Finish Group and Health of the Region Report
Public Service Reform	New/amended and refocused deliverables to support inclusive growth and Covid-19 recovery including: <ul style="list-style-type: none"> Community recovery programme including insights from public service responses to COVID 19 and refresh of public service reform activity Strengthening and growing our approach to Applied Inclusive Growth by embedding WMCA's IG assets into the WMCA's governance, SAF and procurement procedures including its Economic Recovery activity Demonstrate Inclusive Growth in Action through exemplar projects in key inclusive growth corridors Digital inclusion programme as part of Digital Strategy refresh Develop a proposal for a West Midlands Future Fund (linked to green recovery below)
Environment, Energy & HS2	Three new deliverables added to strengthen WM2041 implementation and green recovery: <ol style="list-style-type: none"> Develop the work around natural capital across the region, convening and supporting different organisations for delivery WM2041 communications and behaviour change Reduce incidence of fuel poverty across 1.7 million households
Inclusive Communities	No fundamental changes in high-level deliverables, but some of the key activity to support them is being 're-purposed'. The deliverable of 'Campaigning and engagement: Lead and/or support activity to challenge, enable and support the WMCA and wider region to promote inclusivity, equalities and diversity.' will include a relaunched Leadership Commission.
Transport	No new deliverables have been added. However, a number of deliverables have either been affected or reviewed and updated in light of the impacts of the Covid-19 Pandemic (see paragraphs 4.7-4.8 above). Beyond the immediate impacts of the lockdown and social distancing, the longer-term impacts of the pandemic are still unknown and work is underway to develop an understanding of how TfWM activity will need to respond over the coming months and years.

5. Performance against portfolio deliverables in 2020/21

- 5.1 In line with our established performance reporting practice, a half-year review will be presented to the Board in November. This will provide a comprehensive mid-year update on progress and performance against deliverables for 2020/21.

6. Financial Implications

- 6.1 There are no direct financial implications arising from this report however it remains crucial that any emerging financial pressures are flagged up and addressed at the earliest opportunity.
- 6.2 WMCA Board approved its 2020/21 budget at its meeting in February 2020 prior to the COVID-19 outbreak based on the agreed deliverables at that time. It is therefore important to note that any emerging financial pressures will need to be met from within existing budgeted resources.
- 6.3 In addition, WMCA has experienced a profound negative impact on its income streams, particularly travel related revenues, as a result of the pandemic and although limited financial support has been offered by the government, the drops in income present a major risk to WMCA's financial stability. In addition, we have seen cost pressures through contracts.
- 6.4 Where costs cannot be met from within existing budgeted resources, funding may need to be diverted from elsewhere in accordance with WMCA's Financial Procedure Rules. The Authority's latest financial position is reported to this Board and reflects latest activity as reported.

7. Legal Implications

- 7.1 There are no specific legal implications arising directly from this report.

8. Equalities and Inclusive Growth implications

- 8.1 Equality impact assessments are being carried out across different portfolios to ensure Covid-19 adverse impact is identified and mitigated where possible

Schedule of background papers

WMCA Budget 2020/21, WMCA Board on 14 February 2020:

<https://governance.wmca.org.uk/documents/s3937/Report.pdf>

'Annual Planning: Review of 2019/20 delivery and update on 2020/21 planning'
WMCA Board' – WMCA Board report 5th June 2020

<https://governance.wmca.org.uk/documents/s4196/Annual%20Review%20Report.pdf>

'Economic Recovery in the West Midlands' WMCA Board report 24th July 2020

<https://governance.wmca.org.uk/documents/s4469/Economic%20Recovery.pdf>

Appendices:

Summary of portfolio deliverables

Economy and Innovation Portfolio

Portfolio Lead Member: Cllr Ian Brookfield

Lead WMCA Officer: Julia Goldsworthy, Director of Strategy

Summary:

Economy and Innovation	High Level Deliverables	Changes
	Economic Resilience: Enable and coordinate cross-organisational and cross-partner working that builds economic resilience in the West Midland	
	Local Industrial Strategy Delivery: work with partners to secure and implement the priority projects and programmes	LIS activity repurposed to support Recharge West Midlands.
	Increase demand led business innovation in the wider economy, enabled by the Innovation Board and delivery of phase one of the West Midlands Innovation programme	
	Through the ODA provide integrated intelligence to support decision making in the region on a range of issues	
	Create Central – mobilise the industry led board to convert 3 years of consultation into a clear plan for action that will secure substantial resource and investment into the sector	
	Creative Scale up pilot – to identify and deliver a programme of activity to support business growth and improve their investability	

Productivity and Skills Portfolio

Portfolio Lead Member: Cllr George Duggins

Lead WMCA Officer: Julie Nugent, Director of Productivity & Skills

Summary:

Productivity and Skills	High Level Deliverables	Changes
	Prepare our young people for future life and work	
	Create regional networks of specialist technical education and training	
	Accelerate the take up of good quality apprenticeships across the region	Continue to promote the take up of good quality apprenticeships, sector-based work academies and work experience, as routes in to paid employment'
	Support inclusive growth by giving more people the skills to get and sustain good jobs and careers	
	Promote the concept of a skills ecosystem for the region	
	Continue to test, develop and embed new approaches to commissioning and delivering provision funded through the Adult Education Budget	
	Additional work to be undertaken in submitting proposals to government and other funders	New deliverable

Housing and Land Portfolio

Portfolio Lead Member: Cllr Mike Bird

Lead WMCA Officer: Gareth Bradford, Director of Housing & Regeneration

Summary:

Housing and Land	High Level Deliverables	Changes
	Brownfield Investment & Acquisition Programme	
	Inclusive Growth Corridor Programme	
	Local Plans	
	Affordable Housing Policy and Delivery Programme	
	Town Centre Regeneration Programme	
	Town Centre Policy Programme	
	Town Deals	
	West Midlands Investment and Developer Frameworks	
	West Midlands One Public Estate (OPE) Programme	
	Housing Deal	
	MMC Programme	
	Land and Transport Delivery Programme	
	Design Charter	
National Development		

Culture and Digital Portfolio

Portfolio Lead Member: Cllr Patrick Harley

Lead WMCA Officer: Julia Goldsworthy, Director of Strategy

Summary:

Culture and Digital	High Level Deliverables	Changes
	Support the deployment of c£100m funding (government, private sector and regional contributions) to an emerging 5G mobile network for the region.	
	Develop our capacity to support digital public services across the region	
	To support delivery of the Cultural Leadership Board's ambition to maximise the contribution of culture to enhance quality of life for our citizens	
	To support delivery of the Cultural Leadership Board's ambition to maximise the contribution of culture	
	To support delivery of the Board's ambition to maximise the contribution of culture to delivering inclusive growth in the region and to enhance quality of life for our citizens.	
	To support delivery of the Cultural Leadership Board's ambition to maximise the contribution of culture to delivering inclusive growth in the region and to enhance quality of life for our citizens.	

Wellbeing Portfolio

Portfolio Lead Member: Cllr Izzi Seccombe

Lead WMCA Officer: Ed Cox, Director of Inclusive Growth and Public Service Reform

Summary:

	High Level Deliverables	Changes
Wellbeing	Deliver the Thrive programme and promote a culture of support and awareness for mental health issues across the region.	Refresh of Thrive Action Plan and Physical Activity strategy
	Develop and deliver a childhood obesity strategy for the West Midlands	
	Develop and deliver an innovative new funding mechanism, the Radical Prevention Fund	
	Host a population intelligence hub within the Inclusive Growth Unit which provides holistic, real time data on the region's health and socioeconomic outcomes	
	Supporting place-based health and care	
	Regional Health Impact of Covid19 Task-and-Finish Group and Health of the Region Report	New deliverable

PSR & Social Economy Portfolio

Portfolio Lead Member: Councillor Maria Crompton

Lead WMCA Officer: Ed Cox, Director of Inclusive Growth and Public Service Reform

Summary:

	High Level Deliverables	Changes
PSR & Social Economy	Strengthen and grow the Inclusive Growth Unit, including its suite of products (Inclusive Growth Framework, Decision Making Toolkit and Tests) and services to WMCA members and partners.	Strengthen and grow our approach to Applied Inclusive Growth by embedding WMCA's IG assets into the WMCA's governance, SAF and procurement procedures including its Economic Recovery activity
	Alignment of investment standards with inclusive growth.	
	Commence delivery of the recommendations from the Social Economy Taskforce.	
	Develop the 'Commitment to Collaborate' across public services to help demand management and preventative outcomes for rough sleepers.	
	Collaboration to Support Radical Prevention	
	On-going work to support to the development of the Violence Reduction Unit and other joint initiatives with the OPCC	
	Develop a proposal for a West Midlands Future Fund	New deliverable
	Demonstrate Inclusive Growth in Action through exemplar projects in key inclusive growth corridors	New deliverable
	Digital inclusion programme as part of Digital Strategy refresh	New deliverable
	Community recovery programme including insights from public service responses to COVID 19 and refresh of public service reform activity	New deliverable

Environment, Energy and HS2 Portfolio

Portfolio Lead Member: Cllr Ian Courts

Lead WMCA Officer: Laura Shoaf, Managing Director of TfWM, Julia Goldsworthy, Director of Strategy

Summary:

	High Level Deliverables	Changes
Environment, Energy and HS2	Support the development of the evidence base for the WMCA 2041 zero emissions target	
	Develop the first five year plan for WM2041 to provide clarity on the actions, projects and programmes that will need to be put in place from 2021 - 2026 [this will be the first of four five year plans].	
	Build and deliver on priorities within UK's first clean growth Local Industrial Strategy	
	Ensure the energy infrastructure of the region supports a competitive industrial base, clean growth and social inclusion.	Create a regional energy infrastructure to reduce energy costs for strategic industries and put the region at the leading edge of the global energy and transport system transition - Targeting £1 bn GVA improvement through EIZs and associated cluster support and technology commercialisation by 2025
	Decarbonise WMCA	
	Support partners to deliver HS2	
	Support the sustainability work and legacy for the Commonwealth Games	
	Develop the work around natural capital across the region, convening and supporting different organisations for delivery	New deliverable
	WM2041 communications and behaviour change	New deliverable
	Develop and implement a fuel poverty and regional retrofit programme	New deliverable

Inclusive Communities Portfolio

Portfolio Lead Member: Cllr Brigid Jones

Lead WMCA Officer: Deborah Cadman, Chief Executive

Inclusive Communities	High Level Deliverables	Changes
	<p>Young Combined Authority: Support a diverse Young Combined Authority to influence and constructively challenge WMCA policy, better connecting the organisation to the communities it serves and building future political leadership capacity in the West Midlands.</p>	
	<p>Inclusive Leadership initiatives: Develop and promote initiatives that encourage and support leaders and employers to commit to realising greater inclusivity.</p>	<p>Given the inequalities highlighted by the disproportionate impact of Covid-19 on some communities we are currently engaging with the Leadership Commission to re-purpose it to provide critical friend challenge so that inclusion and diversity is better embedded in how we plan, decide and deliver</p>
	<p>Campaigning and engagement: Lead and/or support activity to challenge, enable and support the WMCA and wider region to promote inclusivity, equalities and diversity.</p>	
<p>Co-ordinate activity across portfolios: Help bring together activities and projects that tackle longstanding challenges that contribute to exclusion, inequality or unfulfilled potential.</p>		

Transport Portfolio

Portfolio Lead Member: Cllr. Ian Ward

Lead WMCA Officer: Laura Shoaf, Managing Director of TfWM

Customer Services	High Level Deliverables	Changes
	Create a system for easy to use and affordable payments to access the transport system – customer information	
	Create a system for easy to use and affordable payments to access the transport system -payment	
Development & Delivery	High Level Deliverables	Changes
	Deliver our Cycling Charter & making streets more walkable.	
	Deliver a step change in our Mass Transit Network to unlock growth and tackle climate change	
	Management of the TfWM Capital Programme	
	Increase the efficiency and performance of transport delivery in the West Midlands	
	Commonwealth Games Active Travel Legacy	
Transport Operations	High Level Deliverables	Describe changes to High Level Deliverable
	Make our transport assets more affordable by increasing commercial revenues	
	Delivering our bus vision to support growth, inclusion and reduced car dependency	
	Reduce emissions from bus travel	
	Enhance infrastructure and customer experience at our bus stations and major interchanges	
	Ensure strategic and operational Health and Safety aims and key deliverables are communicated and embedded throughout the WMCA	
	Develop park & ride to support better access to the Integrated Transport System	
	Develop park & ride to support other Key Deliverables	
Rail	High Level Deliverables	Changes
	Enhance the capacity of our rail network for a better connected region	
	Use rail franchising to support and engage on rail development	

	Continue to improve the quality and capacity of our rail stations and interchanges	
	Develop a single rail network vision & devolution case to support a growing West Midlands	
Metro	High Level Deliverables	Changes
	Improve our financial performance of our Metro to support growth of the network	
	Extend our Metro Network to better serve more people and businesses	
Network Resilience	High Level Deliverables	Changes
	Manage the West Midlands Transport Network and improving coordination with the Regional Transport Co-ordination Centre	
	Keep the transport networks safe and secure	
	Keep travellers informed and find new ways of keeping the West Midlands Moving through travel demand management	
	Plan and develop the Transport Operations Plan for the Commonwealth Games for visitors (Spectators and Workforce) to the region	
	Mitigating the impacts of transport investment programmes on the West Midlands Networks	
	Developing and enhancing the performance of the KRN to tackle congestion	
Policy Strategy and Innovation	High Level Deliverables	Changes
	Maintain and refresh the West Midlands Statutory Transport Plan(s) and policies	
	Embed transport policy & strategy in the plans and programmes of the wider WMCA & partners to support integrated development planning	
	Continue to develop and maintain a robust common data environment for transport	
	Develop and maintain a deep understanding of the needs, attitudes and perceptions of people who use our 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	
	Coordinate and deliver a globally significant transport innovation programme	