

## Public Service Reform Board

<b>Date</b>	4 March 2021
<b>Report title</b>	PSR Annual Business Plan: High Level Deliverables
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<b>Report has been considered by</b>	

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

#### Public Service Reform Board is recommended to:

- (1) Consider the progress to date on 2020/21 High Level Deliverables
- (2) Review and endorse the proposed High Level Deliverables for 2021/22
- (3) Agree to receive an update on the High Level Deliverables at each future Board meeting.

#### 1. Purpose

- 1.1 On 24 July 2020 the WMCA Board adopted a revised 'Single' Assurance Framework. The Assurance Framework sets out how the West Midlands Combined Authority (WMCA) will use public money responsibly, both openly and transparently, and achieve best value for money.
- 1.2 The role of Thematic Boards within the new framework is to develop and approve the portfolio annual business plan, including demonstrating a 'golden thread' to the the WMCA's annual plan, providing oversight of the Portfolio Project pipeline, advising and

consulting on major policy changes within the portfolio and performance managing project delivery within the portfolio.

## 2. Public Service Reform in 2020/21

2.1 The WMCA budget 2020/21 was approved by WMCA Board on 14 February 2020 and included a summary of the planned deliverables for Public Service Reform as follows;

<b>Public Sector Reform</b>	
<b>High Level Deliverable</b>	<b>Activity</b>
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.	Regular, structured engagement with IGU partners, supported with professionally presented resources.
Commence delivery of the recommendations from the Social Economy Taskforce.	Build awareness and visibility of the work and create an investment case for business support.
Develop a 'Commitment to Collaborate' across public services to help demand management and preventative outcomes for rough sleepers.	Use insights from public service roundtables to inform better partnership working between regional public services.
Contribute substantively to the development of a regional Violence Prevention Unit with other public service partners.	Invest WMCA resources into the establishment of the VRU   Continue to support the leadership of the VRU partnership
Collaboration to Support Radical Prevention	Exploring new priorities for collaborative reforms for public services, learning from the work relating to police and fire governance, and taking into account shared challenges around climate emergency, care and prevention.
Alignment of investment standards with inclusive growth	Shifting the terms of capital investment so that the 'point' of investment is social or environmental in nature, in line with the Inclusive Growth Framework. This will enable investments associated with #WM2041 to be judged on climate impact.

2.2 A draft Annual Plan for 2020/21 was then developed. The intention was that this would be presented to the WMCA Board and published as an interim delivery plan - as part of a strategic planning process that was designed to take account of the planned Mayoral Elections (in May 2020) and facilitate the development of multi-year Strategic Plan. That Plan would have taken into account agreed political priorities, including the newly elected Mayor's manifesto priorities, and align with the medium-term financial plan.

- 2.3 However, the outbreak of COVID-19 had significant implications for the 2020/21 planning process. The Mayoral Election was postponed for one year, and the social and economic impacts of the virus significantly changed the context WMCA, and our partners, operate within.
- 2.4 There was consequently a need to reassess the deliverables originally agreed for 2020/21 (on 14th February) and also review the portfolio's ongoing activity, strategic aims and planning processes in the context of the Region's recovery.
- 2.5 A review of portfolio deliverables was undertaken, and agreed by the WMCA Board on 18 September 2020 which included an assessment of changes to activity in light of Covid-19 and the post pandemic recovery context. There were a small number of changes to deliverables which are summarised in the table below.

	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	

- 2.6 The directorates progress against high level deliverables 2020/21 is largely positive. There have been some delays to projected completion dates due to the pandemic, where providers or partners have been directly involved in the pandemic response.

High Level Deliverable	Progress to date	RAG rating
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	The framework for an inclusive growth user journey and associated microsite has been developed, this is linked to the corporate refresh of the WMCA website. Internal inclusive growth business partners recruitment process is underway. All amendments to SAF process, including FID, SOC and OBC incorporated. An IG taskforce is being considered through a design sprint process to the end of March 2021. All CSR submission's are being analysed for IG implications. Ongoing work with WM REDI and cross directorate to use the IG Framework to establish evaluation framework for economic recovery programme.	Green in all aspects
Commence delivery of the recommendations from the Social Economy Taskforce.	Report was published in January 2020, in response to the report we have commissioned a sector-led business planning process for the next decade. A first draft has been developed. The report will be complete for the end of March 2021, but may not be	Green / Amber split

	published until after the Mayoral election, in line with pre-election period guidance.	
Develop the 'Commitment to Collaborate' across public services to help demand management and preventative outcomes for rough sleepers.	The homelessness taskforce launched the commitment to collaborate concept in June 2020 and commissioned the development of a commitment to collaborate (C2C) toolkit, due to the pandemic response completion of the toolkit has been delayed to March 2021, a first draft has been received. Once the report is launched pledges will be formally sought (note that there are many 'soft' commitments already in place and having an impact).	Green / Amber split
Collaboration to Support Radical Prevention	The proposed Radical Health Prevention Fund has been submitted to DHSC and continues to be developed. Ongoing developments to support the regions adult social care sector are progressing, but with some challenges owing to the covid pandemic.	Green
On-going work to support to the development of the Violence Reduction Unit and other joint initiatives with the OPCC	We have continued to provide practice and ongoing support to the VRU at an executive level, including chairing the regional sports partnership on behalf of the VRU. We continue to support the LCJB and other regional criminal justice forum (including domestic abuse, violence against women and girls and reducing reoffending) to link the WMCA programmes and wider determinants and prevention and early intervention strategies. The unique research 'punishing abuse' has been completed and a joint policy response agreed both due for publication on 12 March 2021.	Green / Amber split
Develop a proposal for West Midlands future funds	The initial proposal for West Midlands Future Funds has been drafted will be refined and shared once the WM2041 Five Year Plan and the Social Economy business plan have been signed off, as it will be aligned to these pieces of work.	Green
Demonstrate Inclusive Growth in Action through exemplar projects in key inclusive growth corridors	<p>The partnership in East Birmingham North Solihull is maturing, with tangible outputs from sustained partnership and the application and co-design of inclusive growth programmes and tools. An initial 'art of the possible' report for a further corridor is underway. Further work with Sandwell MBC is being scheduled, alongside supporting the area's Community Wealth &amp; Economic Resilience Board.</p> <p>One target for this year was to establish an IG corridors board which has not yet been completed, terms of reference have been drafted and are being considered.</p> <p>We had also planned to deliver relevant exemplar projects in each: zero carbon and affordable homes, better connectivity, jobs and skills opportunities, procurement, public service reform, etc. Kingshurst is underway, involving low carbon affordable homes and reconfigured health services. Various opportunities in line with East Birmingham's IG strategy, but delivery programme for Y1 is still being shaped.</p>	Green / Amber / Red split
Digital inclusion programme as part of Digital Strategy refresh	Following an initial scoping exercise the West Midlands Digital Roadmap was unveiled at Venturefest West Midlands in February 2021 and states its first mission as securing access for everyone to digital opportunities, particularly those in poverty with digital inclusion woven into each of the remaining four missions. The Coalition for digital inclusion launched on 22 January 2021 and is developing its action plan.	Green / Amber split
Community recovery programme including	Levelling up the West Midlands: A roadmap for community recovery and prospectus to Government was undertaken	Green / Amber / Red split

<p>insights from public service responses to COVID 19 and refresh of public service reform activity</p>	<p>following a collaborative eprocess with a wide range of partners in November 2020. Further actions have been agreed to progress key workstreams. Some areas of future collaboration continue to be developed and the process of knitting community recovery with economic recovery is ongoing.</p> <p>Three learning from lockdown pieces of research have been completed addressing the enterprise and innovation in public services, the social economy and homelessness sectors each with clear recommendations.</p>	
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## 2.7 Our Key achievements in 2020/21

- Collaborative development and publication of levelling up the West Midlands: our roadmap to community recovery and prosectus to government which includes 41 areas of good practice from across the region, 27 shared ambitions for recovery, 29 asks of government and 15 initial areas for future collaboration.
- Launch of the coalition for digital inclusion.
- Developed a programme of activity on alleviating rough sleeping through Rough Sleeping Initiative (RSI) funding from MHCLG, adding value to RSI awards at local level.
- Established a £20K spot purchase fund with Royal British Legion to support veterans at risk of homelessness.
- Developing a Commitment to Collaborate Toolkit to support partners across the region in designing out homelessness.
- Through a successful collaboration with Solihull MBC, building an inclusive growth outcomes framework for the Kingshurst redevelopment, and supported the council in applying it to decisions around the investment.
- Supporting East Birmingham Board in shaping its inclusive growth strategy, the collaborative governance around its delivery, and in building its first delivery plan.
- Developed rich insight from civil society, public services and a range of partners into the incredible innovation, enterprise and flexibility undertaken during the pandemic.
- Working with a social economy consortium to build a business plan for doubling the size of the social economy in a decade, as per the recommendations of the independent Social Economy Taskforce.
- A joint policy response in partnership with the OPCC and local authorities to the research 'punishing abuse' led by the WMCA in partnership with the OPCC and LA's. abuse

## 3. Proposed high level Deliverables for 2021/22

3.1 As we progress into 2021/22 the directorate is developing its programme of work using a theory of change aligned to a social innovation spiral. In order to achieve our core mission of creating a 'fairer, greener, healthier' West Midlands we will maximise our opportunities to enable, influence and delivery system change using the following steps;

- 1. Identifying need, opportunities & challenges** - Build a picture from data and insight, including from citizens and 'experts by experience
- 2. Generating ideas and the space for collaborative endeavour** – workshops, mapping, reports, learning from elsewhere
- 3. Bringing system partners together** – forming partnerships, working groups etc.



- 4. Developing & testing** – prototypes, trials – failing quickly and sharing lessons
- 5. Making the case** – developing business cases, attracting funding, devolution, clarifying outcomes, benchmarks etc.
- 6. Delivering & implementing** – including risk & reward sharing
- 7. Growing & scaling** – breaking down silos as system collaboration strengthens
- 8. Changing systems** – emboldening local leadership and strengthening case for further devolution

Different aspects of our directorate will be at different stages of the continuum and we will learn and grow with our partners.

- 3.2 Our proposed High levels Deliverables (subject to budget approval) for 2021/22 are below. We will table an update on impact and progress against each deliverable, along with partners involved at every future PSR Board meeting.

High Level Deliverable*	Activity
PSR01 Facilitation of the Homelessness Taskforce to develop, co-ordinate and embed a regional approach to designing-out homelessness	<ul style="list-style-type: none"> <li>• Add value to the work of our LAs through regional homelessness programmes</li> <li>• Contribute to ongoing public service reform and inclusive growth through encouraging a systemic approach to designing out homelessness across all WMCA strategies and programmes</li> <li>• Support public services to develop a voluntary commitment to collaborate to prevent and relieve homelessness in all its forms</li> </ul>
PSR02 Commission and provide oversight for grant-funded homelessness programmes	<ul style="list-style-type: none"> <li>• Provide oversight for WM Housing First Pilot</li> <li>• Commissioning and delivery of Rough Sleepers Initiative programme</li> <li>• Commission 2 research projects on Housing First and Families in Temporary Accommodation</li> <li>• Secure funding for future programmes</li> </ul>
PSR03 Community Recovery Project A: Improve digital inclusion in the region through partnerships with Local Authorities and Civil Society Organisations	<ul style="list-style-type: none"> <li>• Bring together partners in a coalition to support digital inclusion</li> <li>• Engage with Govt with a single, amplified voice to secure further resource</li> <li>• Share and disseminate best practice</li> <li>• Provide data and evidence to inform approach</li> </ul>
PSR04 Facilitate collaborative project/programme B identified through Community Recovery process	<ul style="list-style-type: none"> <li>• Details to be developed depending on local authority prioritisation</li> </ul>
PSR05 Research and analysis around early intervention and prevention in the West Midlands	<ul style="list-style-type: none"> <li>• Research into costs of key areas of 'failure demand' on the system</li> <li>• Analysis of merits of life-course approach</li> <li>• Good practice cases studies</li> <li>• Report setting out findings and ideas for intervention</li> <li>• Action planning and/or business case development</li> </ul>

<p>PSR06</p> <p>Unlock investment in an area of public service reform through at least one social investment innovation</p>	<ul style="list-style-type: none"> <li>• Further exploration of mechanisms including SIB projects; WM Future Fund; VCS Community Recovery Fund; RHPF</li> <li>• Business case development around most likely proposition</li> <li>• Engage with partners and government to secure investment</li> <li>• Support delivery as appropriate</li> </ul>
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<b>High Level Deliverable*</b>	<b>Activity</b>
<p>IG01</p> <p>Embedding inclusive growth within the WMCA and its partners</p>	<ul style="list-style-type: none"> <li>• Development and roll-out of IG Business Partners programme</li> <li>• Development of guidance to support Single Assurance Framework process</li> <li>• Development of IG 'user journey 'microsite'</li> <li>• Exemplar case studies for key investment cases</li> </ul>
<p>IG02</p> <p>Develop and support Inclusive Growth Taskforce and IG monitoring and evaluation</p>	<ul style="list-style-type: none"> <li>• Establish IG Taskforce and develop initial forward plan</li> <li>• Carry out initial Taskforce 'inquiry'</li> <li>• Produce two half-yearly inclusive growth monitor reports</li> </ul>
<p>IG03</p> <p>Support local authorities and their partners with 3 local Inclusive-Growth-In-Action initiatives</p>	<ul style="list-style-type: none"> <li>• Work to develop East Birmingham Rapid Response Unit building on EBB strategy</li> <li>• Further work with SMBC around Kingshurst regeneration</li> <li>• Explore further opportunities – Chelmsley Wood, Black Country</li> </ul>
<p>IG04</p> <p>Unlock investment and co-ordinate delivery to drive forward the Social Economy Business Plan</p>	<ul style="list-style-type: none"> <li>• Publish the Social Economy Business Plan</li> <li>• Support relevant actions and partners</li> <li>• Seek investment in key elements</li> </ul>
<p>IG05</p> <p>Develop and support Inclusive Growth Corridors Board</p>	<ul style="list-style-type: none"> <li>• SUBJECT TO ADDITIONAL FUNDING</li> </ul>

#### **4. Financial Implications**

4.1 The WMCA budget agreed in February has been built around these draft High Level Deliverables. There are no other direct spend or budgetary implications as a result of the recommendations within this report.

#### **5. Legal Implications**

5.1 It is a statutory requirement that the Combined Authority has an assurance framework in place. The assurance framework approved by the WMCA Board on 24 July 2020

stipulates the requirement of the Public Service Reform Board to approve and monitor the deliverables of the portfolio.

## **6. Equalities Implications to update**

- 6.1 The composition of the Thematic Boards and other governance structures of the WMCA normally reflect the composition of the political leadership in constituent local authorities. To this extent, at the current time, they do not reflect the full diversity of the West Midlands region and decision-making might be skewed by unconscious bias. Where there is scope for local authorities to consider diversifying who might represent them on such Boards this could be considered and where there is scope for the Thematic Board to consider co-opting non-voting members on the grounds of their gender or protected characteristics then this too could be considered.

## **7. Inclusive Growth Implications**

- 7.1 This paper sets out plans to lead the WMCA's approach to Inclusive Growth in 2021/22 and the good progress that has been made in the current financial year.

## **8. Geographical Area of Report's Implications**

- 8.1 The work of the Public Service Reform Board applies to relevant activity across both Constituent and Non-constituent areas.

## **9. Other Implications**

- 9.1 None.

## **10. Schedule of Background Papers**

- 10.1 None.

## **11. Appendices**