



# West Midlands Combined Authority

## Strategic Economic Development Board Meeting

Friday, 9 July 2021 at 10.00am

### Notes

#### Members

Greater Birmingham & Solihull LEP	Tim Pile (in the Chair)
Black Country LEP	Rachel Eade MBE
Coventry & Warwickshire LEP	Sarah Windrum
Cabinet Portfolio - Economy & Innovation (City of Wolverhampton)	Councillor Ian Brookfield
Dudley MBC	Councillor Ian Kettle
Redditch BC	Councillor Matthew Dormer
Solihull MBC	Councillor Ian Courts
Warwickshire CC	Councillor Peter Butlin
WM Universities	Prof John Latham
Higher Education	Prof Sir David Eastwood
Further Education	Andy Dobson (Halesowen College)
Construction	Sat Nijjer
Creative Industries Sector	Anita Bhalla
MedTech	Sandie Shokar

#### Officers in Attendance

Black Country LEP	Sarah Middleton
Black Country LEP	Prof Delma Dwight
Black Country LEP	Charlie Hopkirk
City of Wolverhampton	Tim Johnson
Coventry & Warwickshire LEP	Paula Deas
Coventry & Warwickshire LEP	Kate Hughes
Coventry City Council	Andy Williams
Greater Birmingham & Solihull LEP	Ed Watson
Greater Birmingham & Solihull LEP	Henriette Breukelaar
Greater Birmingham & Solihull LEP	Hilary Smyth-Allen
The Marches	Ilia Bowles
West Midlands Innovation Board	Mike Wright
West Midlands Combined Authority	Julia Goldsworthy
West Midlands Combined Authority	Rebecca Riley
West Midlands Combined Authority	Jonathan Skinner
West Midlands Combined Authority	Jordan Gerrard
West Midlands Combined Authority	Jamie Elliott
West Midlands Combined Authority	Joseph Baconnet
West Midlands Combined Authority	Patrick White

Create Central  
West Midlands Growth Company  
West Midlands Growth Company  
West Midlands Growth Company

Ed Shedd  
Becky Frall  
Dan Storer  
Mary Grace Hager

**Item  
No.**

**14. Apologies for absence**

Apologies for absence were received from Councillors Matthew Dormer, George Duggins, Iqbal Padda, Izzi Seccombe and Ian Ward and from Matthew Hammond, Prof David Keene

With regard to new Members the Chair welcomed Councillor Ian Kettle, Dudley MBC.

In respect of the former public sector representatives, Councillor Angus Lees, Dudley MBC, and Councillor Danny Millard, Sandwell MBC, the Chair advised that he had written on behalf of the Board to record the Board's formal appreciation of their respective contributions.

**15. Declarations of Interest**

No declarations were made.

**16. Notes of the Strategic Economic Plan Board Meeting held 13<sup>th</sup> May 2021**

Resolved:

That the notes of the meeting held on the 13<sup>th</sup> May 2021 be approved as an accurate record.

**17. SED Board Tracker Log**

Resolved:

That the SED Board Tracker Log be received and noted.

**18. Forward Plan**

The Chair advised that the Forward Plan continued to be refined as required.

Resolved:

That the Forward Plan continue to be reviewed and updated to provide for a planned future work programme of the Board.

## 19. West Midlands Business Support Review

Paula Deas introduced the report and advised that the work on the Review had been a team effort to include the SteerCo group and input from Councillor Ian Brookfield, CA Portfolio Lead for Economy and Innovation; Tim Pile, Chair the SED Board; the Mayor, Andy Street; the seven Met local authorities; the three LEPs and Growth Hubs; and the Chambers of Commerce. She advised that the improved Ecosystem had four key components: -

- a modern, customer journey, built around the user not the provider.
- a new approach to account management, for the largest firms, investors and SMEs, with the Growth Company fully integrated into the support ecosystem.
- replacing the current large number of schemes with new premium products aimed at specific sectors, supply chains and issues – delivered region-wide at scale.
- a campaign to drive up demand and usage

Patrick White stated that to do nothing had not been an option and would still have had a cost. The four building blocks for the Business support Ecosystem were: -

1. An integrated customer journey;
2. A Universal West Midlands offer and brand;
3. Targeted Premium Products; and
4. A campaign to drive take up.

In respect of the universal offer, he clarified that this meant there would be a suite of products available for SMEs across the West Midlands, not the same product but a suite of consistent, high standard products available to SMEs across the West Midlands, building on the best that is already there. Where there were priority sectors/clusters or priority issues such as net zero transition or the circular economy there was a need for targeted premium products, at scale to support to these sectors organised by the right person to deliver. In respect of the campaign, this needed to be sustained and focussed to drive up business awareness and business demand for support services, as there was evidence that businesses looked to peer networks rather than the public sector for support. These would provide for a more consistent offer for SMEs; the offer being easier to navigate; stronger support for specific sectors and issues; and clear account management, as it was acknowledged that there were some current issues at present, as well as good practice. In conclusion the report was not saying there was not a role for local authorities to deliver their own products or advocating for a regional delivery body, what was required was a local needs system wired together and sharing information on what worked, with the benefits of scale. The SED should have a leadership role to ensure that the WM Business Support system delivered what was required for the region, holding individual parts of the system to account where they deliver against regional objectives.

The Chair thanked the team and wider network that had inputted into the review for all their work.

Councillor Ian Brookfield echoed the thanks and advised that the WMCA Board and Met Leaders all saw the value in this piece of work and were all committed to it. He stated that it would build on what was already working in the localities and ensured the business community that recommendations were supported by the political community of the West Midlands.

Prof Sir David Eastwood asked who was the customer, what was the cluster and how would the SED Board know the new system was working?

Patrick White advised that the customer for these purposes was businesses and that the beneficiary of a new business support system should be businesses, as well as the economy and residents of the West Midlands. In respect of clusters this was for a concentration of businesses you wanted support whether co-located or a concentration of activity spread across the region, thus it was a crossover of value chain and a cluster, such as the Electric Vehicle supply chain support required a different approach as opposed to a concentration of MedTech. In respect of measuring the new system, working with City Redi, and potential impact of 10,000 jobs in line with the Plan for Growth and the Jobs Plan with the aim to improve productivity and jobs improvements in our high value sectors.

The Chair advised that driving what success would look like would require clear targets to measure outcomes against the investment being made. Patrick White noted the comment and advised that a lot of the outcomes would arise from the design of the programmes for the targeted sectors, so currently difficult to attach numbers.

Sarah Windrum advised that there was a need to differentiate business support from innovation support, in respect of net zero business support would help businesses decarbonise and innovation support helping business to develop next generation products and services. She referenced the Made Smarter programme and advised that the Growth Hubs were the gateway, whilst innovation was the catapult to process and product innovation. She welcomed the SED Board being the driver of the region's business support and measurements of success.

Julia Goldsworthy highlighted that as well as the benefits, the report acknowledged that doing nothing was not without costs, thus this work was not only about looking at opportunities but also to position the region against risk and uncertainty and provide for the region being able to best respond to the an evolving economic, policy and institutional context. The Chair agreed that the review should not be viewed as an overlay but a new way of doing things.

Councillor Ian Courts referenced what success would look like in respect of statistics that could be used, to include market penetration, but also queried in respect of business feedback what would the mechanism be. The Chair welcomed the point in respect of feedback and noted there would not be simple metric as one size would not fit all.

Patrick White agreed with the Chair's comment and advised that it would need to be designed into the implementation of different elements but in the policy area he felt they were much better at securing real time feedback. Now the programmes would not be constrained by EU funding mechanisms, he stated that they would be much better at building in real time feedback when developing the programmes, highlighting that the metrics would be different for different sectors, such as electric vehicles as opposed to business startups.

The Chair welcomed the response and asked that the current deck slides be updated to reflect the emphasis and implication of the comments made. Patrick advised that this would happen, as the report was going forward to the CA Board.

The Chair welcomed and noted that the Board were content with the four pillars; that whilst the report would go through the CA Board, the three LEPs and the WM Growth Company, the CA in their governance review should reflect that ownership remained with the SED Board; and that the future commissioning be undertaken in partnership with the aforementioned bodies. He reiterated his thanks to the work of the team and noted that it provided a leading piece of work for the Country.

Resolved:

That the SED Board

- 1) Endorse the recommendations of the review into the West Midlands Business Support ecosystem, which are that the West Midlands should make 4 major changes:
  - Put in place a modern, customer journey, built around the user not the provider.
  - Implement a new approach to account management, covering the largest firms, investors and SMEs, with the LEP Growth Hubs, LA teams and Growth Company operating as a fully integrated support ecosystem.
  - Replace the current large number of schemes with new premium products aimed at specific sectors, supply chains and issues – delivered region-wide at scale.
  - Carry out a campaign to drive up demand and usage.
- 2) Recommend that the CA Board, Growth Company Board and LEP Boards all agree the recommendations and commit to a shared implementation and funding plan, overseen by the SED Board with delivery off each element carried out by a lead organisation on behalf of the region.
- 3) Ask the CA to ensure that the Governance Review covers the need for the SED Board to hold individual programmes and agencies to account on behalf of the West Midlands as a whole. This is key to delivery.

- 4) Agree that the three LEP's and CA commission the next stage of work to implement the recommendations so that early work on delivery planning can get under way, to coordinate with the Growth Company's review of account management.

## **20. West Midlands Growth Company – Account Management**

Dan Storer and Mary Grace Hager were in attendance.

Dan Storer advised that the study aimed to provide a coherent overview of the current regional public sector strategic account management infrastructure and highlight any coverage gaps. Currently there was not a cohesive or comprehensive understanding of the key companies in the region, nor a systemic view of how they are being served by regional bodies. The study would provide clarity on how Account Management was being delivered, the current level of engagement and would provide real time intelligence.

Mary Grace Hager advised there were 3 stages to the study: -

### **1. Identify key strategic companies**

She advised that the study would identify 1,000-2,000 strategically important companies with a base in the West Midlands (3 LEP geography). The list will include location data and some basic financial performance metrics. Strategically important companies will be defined as large UK- and foreign-owned companies and a smaller sub-set of high growth, emerging technology companies with high potential for growth.

In order to identify the players with the largest existing presence in the region and potential for further investment, the focus would initially be on the size of the workforce and parent company turnover. The study would also include a smaller number of regional strategically important high-growth, emerging tech companies which complemented the future technology ambitions of the Local Industrial Strategy.

### **2. Assess Account Management Best practices**

The project coordinator will reach out to identified contacts at the WMGC, the three Local Enterprise Partners, and the Local Authorities requesting a list of managed companies. To help determine the level, type, and purpose of engagement, the project coordinator would also conduct a qualitative survey of key account management practices and items covered would include frequency of contact, structure of engagements, leadership support, seniority of contacts, and best practice examples.

The piece of work would also identify gaps and overlaps in support offered.

### 3. Share State of Play and Potential Next Steps

The resulting output would be in two-parts: the list of key companies, and a report detailing the process and learnings. The report would include a definition and breakdown of account management, a regional comparison of key account management programs, a summary of current strategy business relationship processes, and key takeaways from an initial analysis. Members were advised that the report was anticipated on 24<sup>th</sup> July 2021.

Dan Storer advised that it very much represented an audit, to agree next steps and best practice around the country would be reviewed to include the Devolved nations offer and Manchester and London.

Councillor Ian Courts welcomed the piece of work but stressed the importance of individual local authorities and their existing relationships with their companies. He stated that he would be keen to see how the data was used later on.

Julia Goldsworthy stated that it would provide an understanding at the larger businesses end, in relation to business support and was to be welcomed.

The Chair stated that there was a need to ensure a regular touch point for the Board with both the WM Business Support Review and the Account Management Audit and asked officers to incorporate these into the Board's Forward Plan.

Paula Deas supported the activity and observed that it segued into Business Support and would be fundamental in the continued development of a business support eco-system.

Andy Dobson agreed that the piece of work did seem sensible as it was fundamental to understand where relationships already existed and the to understand the need to intervene when required.

The Chair advised that he would be keen to see a CRM programme to underpin the programme of relationship management. Dan Storer advised that there were multiple touch points and the Audit would now see who engages.

Resolved: that the SED Board: -

- 1) support the WMGC in undertaking an audit of account management arrangements with key strategic companies across the region; and
- 2) that the Forward Plan be updated to incorporate regular feedback from both the Account Management review and from the revised WM Business Support offer.

## 21. West Midlands Innovation Board and Programme Update

Mike Wright, Chair of the WM Innovation Board was in attendance. He highlighted that the aim of Phase 1 of the WM Innovation Programme was 'to drive up levels of demand-led business innovation across all areas of the region' by:

- Understanding the regions innovation needs.
- Developing new innovation support interventions.
- Influencing the development of business support packages
- Working with stakeholders to promote the region's major market opportunities and innovation ecosystem.

Mike Wright highlighted delivered to date since the Board's inception in November 2019, when they took responsibility for the delivery of the £2.96m West Midlands Innovation Programme. These included: -

- 2 projects delivered; 8 projects in delivery; and 2 projects in development;
- £2m of the £3m allocation committed and £8m leveraged;
- 23 jobs created;
- 178 businesses assisted; and
- 37 collaborations assisted and 1400 attendees at networking events.

In respect of National Policies and opportunities he advised that the Government's vision was for the UK to be the world's most innovative nation and that to support the Government in their innovation ambitions and to address the regions own ambitions to increase R&D&I in the region, the West Midlands required an Innovation Strategy that would:

- Provide a framework supporting clusters of globally competitive R&D&I activity, connecting infrastructure, Universities, SMEs, skills, access to finance and regional support.
- Complement the Governments Build Back Better strategy and its policies for levelling up and the development of a green industrial revolution
- Support the vision of our Leaders to deliver productivity and growth in the region's businesses

Mike Wright advised that some workshops had been held with businesses and he had noted the comments on clusters but advised that sector innovation was on decline, as innovation was now cross sectoral to include 5G and AI. In respect of next steps, he advised that: -

1. Work constructively with BEIS to develop a proposal for an Innovation Deal which will complement the regions Plan for Growth;
2. Work with the SED Board in the development of effective regional Business Support strategies that support Innovation.
3. Revisit the 2018 WMIP Phase 2 proposal (£36m) and update it to support the coordination of the regional innovation ecosystem.



4. Progress an Innovation Strategy to align the full ecosystem and exploit the regions globally competitive R&D&I assets.

In respect of the SED board, Mike Wright advised that the Innovation Board were seeking the with the SED Board and wanted to work with the SED Board to release funding to deliver the WM Innovation Programme Phase 2. In respect of Phase 2 the Innovation Board wanted to work closer with partners on the skills agenda for the region. He advised that SMEs needed to have UK and International clients, which whilst not an issue, needed to inform the context the innovation board operated in, as increasingly innovation would be on a global basis.

Councillor Ian Courts asked for an evaluation of Phase 1. With reference innovation technology and green growth, he advised that this could help with the environment agenda and Mike Wright confirmed that zero carbon was an area his Board wished to focus on.

Prof David Eastwood stated that innovation was a cluttered landscape with many regional players and these were increasing not decreasing. In respect of Foreign Direct Investment (FDI) he queried whether the region was doing well or did require support and stated that there was need for conversation of what was working and what was not working, which would ensure duplication was avoided. He commented that he felt there was too much going and there was a need to align the investment and skills agendas, as he felt there was some redundancy and lack of clarity in the way the region operated at the moment and consequently a need for some preciseness.

The Chair agreed with the principle of avoiding duplications, noting that attracting FDI to the region was the role of the WM Growth Company. He agreed that there was a need to reflect on who was doing what and suggested that eh and Prof David Eastwood have a further conversation to look to ensure that the SED Board served the economy as best as it could.

Mike Wright noted the points on duplication and lack of clarity but advised that from his view, businesses needed to see the WM as the place to do innovation.

Resolved: that the SED Board

- 1) Note the activity of the Innovation Board to date.
- 2) Agree to the next level of interaction between the Innovation Board and the SED Board.
- 3) Agree to work with the Innovation Board to release funding to deliver WMIP Phase 2; and
- 4) Request officers to facilitate a further meeting between the Chair and Prof David Eastwood to consider the region's economic landscape.

## 22. Create Central

Ed Shedd advised on the evaluation of the Year 1 activity undertaken by Create Central to deliver for the West Midlands, highlighting the following key achievements: -

- Production and Inward Investment Strategy
- Securing a five-year Memorandum of Understanding (MOU) with the BBC
- Establishing the Create Central brand
- Creative Content Hub
- Innovation and cross-sector working

In Year 2, Ed Shedd advised that the focus would be on the following activities: -

- Catch-up on activities delayed by Covid-19
- Networking and socialising events in person
- Training events and actions on youth, diversity, and inclusion
- Maintain clarity of communications and positioning
- Deliver for all parts of West Midlands and creative content sector
- Find best balance between direct delivery and strategic influence
- Achieving financial sustainability

He detailed the funding achieved to the end of March 2022: -

- £500k from WMCA Adult Education Budget for the Bootcamps
- £1m from BFI's National Cluster Growth Fund - awarded to deliver a two-year programme of activities - £500k to support small team of specialists and overhead costs
- £500k from WMCA for Zanna Creative's retainer, a contribution to overhead costs and innovation programme delivery
- £125k from GBSLEP – £35k towards P&I Associate and £90k was direct programme costs

In respect of other activity Ed Shedd advised, that as a direct result of Create Central activity the region had achieved: -

- £18m Creative Content Hub (with £3m from GBSLEP)
- £14m (+ WMCA funding TBC) BBC Training ATA
- c£3m Creative Cities Convention TBC
- £300k BBC Three development fund partnership for region
- £150k Innovation Engin3 development funding for region

Pending projects included:

- Creative Futures UKRI proposal submitted
- Taskforce and activities for West Midlands as an esports hub established – festival proposal in development
- EPIC Games 'Mega Grant' proposal submitted

Ed Shedd advised that Year 1 had been successful as reflected in BOP Consulting's independent evaluation and that the next steps included remaining as a public-private sector body; a funding model to be developed in the next 3 months; and Create Central to developing a 2022-2024 Growth Plan, working with regional and national partners, identifying funding options and funding models.

Anita Bhalla welcomed the comments from BOP and noted some caution with the MOU agreed with the BBC, as the region already had tangible BBC assets i.e., the Asian Network and Newsbeat. She expressed the hope, that when the business plan came forward this should be reviewed by a smaller, cross-sectional, focussed group who could consider KPIs and output measures. In respect of post 2023, if funding was not allocated, she asked how the SED Board might assist.

Sarah Windrum advised that at C&WLEP they were working on a developing a freelance eco-system, and felt their work could feed into Create Central. In respect of receiving content, such as screen, she felt that Coventry City of Culture could be a catalyst and that Create Central should be part of the legacy planning.

The Chair advised that Create Central needed to be clear on their scope, with Sarah Windrum adding that they needed to understand the relationships across the region, particularly at grass roots.

Councillor Ian Kettle noted that there were multiple sources of funding available, but it was difficult to identify the sources, which should be flagged up to Government.

Ed Shedd advised that the Create Central Board recognised that there was a need to move the MOU with the BBC into tangible action; he noted that fragmentation still existed and advised that the team were trying to work across all the bodies, with a small team undertaking partnership work with local communities; in respect of funding, he welcomed all the comments made and noted it was important to achieve sustainable funding.

The Chair welcomed the update and comments made. He asked that the next report to the Board include feedback on their clarity of scope.

Resolved that the SED Board:

- 1) Recommends that Create Central should continue as the sector body for the creative content industries beyond March 2022, delivering economic development support for the creative sector.
- 2) Endorses BOP Consulting's independent evaluation of Create Central's impact in its first year of delivery.
- 3) Noted that Create Central's delivery model beyond March 2022 would be agreed within the next three months and agree that Create Central's Membership remain a public-private delivery body embedded within the evolving West Midlands local government structures.
- 4) Note that Create Central would submit a detailed business model for approval at SED Board in October 2021.

- 5) Noted that a funding model for Create Central beyond March 2022 would be agreed within the next 3 months, to include a request to the British Film Institute to extend its current programme to March 2023 and request additional resources to support delivery.
- 6) Note that Create Central would submit a funding model for approval at SED Board in October 2021.

## **23. Policy context and development**

- **Latest economic intelligence**
- **Community Renewal Fund (CRF)**
- **Business and Tourism Programme**
- **LEP Review**
- **West Midlands Plan for Growth**

Julia Goldsworthy introduced the paper and highlighted that the following key elements:

- CRF – the short-listed bids had been submitted to Government, with feedback expected pre-summer recess. The CA were also developing a “lessons learnt” document in preparation for the UK Shared Prosperity Fund.
- LEP Review – noted the Review was ongoing and not likely to be completed by the parliamentary summer recess as originally advised.
- WM Plan for Growth – the cluster approach had been accepted and work was continuing for the CA, LEPs and local authorities to share their priorities for the next stage of recovery with the aim of bringing together these views by the end of September.

Resolved:

That the SED Board: -

- 1) Note the latest economic intelligence about how COVID-19 has affected the West Midlands.
- 2) Note the latest activity and status on the Community Recovery Fund (particularly the business priority), Business and Tourism Programme and LEP Review.
- 3) Provide feedback on and endorse the approach to a West Midlands Plan for Growth which seeks to accelerate growth and the benefits to communities from a small number of private sector-led investments.

## **24. Sector Recovery Plans – ProfTech update (Modern Services Major Market Opportunity) including Kalifa Review**

Henriette Breukelaar and Hilary Smyth-Allen were in attendance to provide an update on the sector recovery plan in respect of ProfTech.

Henriette Breukelaar advised that the GBSLEP team were working closely with the Plan for Growth to ensure the cluster was firmly embedded into future plans.

Hilary Smyth-Allen referenced the charts highlighting the growth of Fintech in the region and the comments of the Kalifa Review in relation to Birmingham as an established cluster with a growing financial sector. She highlighted: -

- The West Midlands was frontier place to help government on delivering key policy agendas such as levelling up, global Britain and Plan for Growth through the ProfTech opportunity, underpinned by established BPFS and tech credentials.
- Having a visible cluster organisation was critical to a perception of strength of the regional offer nationally.

In respect of Strategic Leadership, GBSLEP were part of the BPFS sector delivery Plan and detailed the Investment and activity to date, to include:

- Funded BPFS policy lead (ProfTech allocation approx. £30kpa)
- FinTech Ecosystem evidence base (£50k)
- ProfTech Strategic Opportunity Review (£45k)
- Seed investment for SuperTech cluster organisation including strategic comms (£75k)
- No\_Code development pilot (delivered via cluster org) (£45k)
- Innovation grant pilot (£30k)
- Skills team collaboration with Cambridge Spark to enhance L7 capacity for AI apprenticeships
- CRF application to scale No\_Code investment
- Strategic influence on SDF application for FinTech by Walsall College & Birmingham Metropolitan College (post Kalifa response opportunity)

In respect of the WM Growth Company and Investment and activity to date:

- Dedicated FinTech inward investment manager
- Dedicated BPFS sector lead
- ProfTech was a key part of emerging narrative refresh for TTI and focus for inward investment targets in Australia and Canada as priority geographies.
- Strategic comms for SuperTech cluster organisation (contract from GBSLEP)

Sarah Windrum referenced the SuperTech programme and advised that it only allowed for platforms to be developed in a certain way, that is a No Code platform and she advised that there was a need for flexibility. She welcomed the clear areas and ambitions of what was wanting to be achieved.

Hilary Smyth-Allen advised that there were barriers to start new ProfTechs and that in respect of the challenges in the Kalifa review in how English regions could accelerate growth equivalent to the case study examples in the devolved nations, the WM was the only English region investing in its FinTech cluster development, through Local Industrial Strategy. They were learning from this activity and willing to speak to businesses to see if other initiatives were needed.

The Chair noted that it was a competitive process to receive funding from the centre and that there was a need to recognise that the WM was in competition with the rest of the country.

Resolved:

That the SED Board: -

- 1) Note and comment on progress of the draft 3-year FinTech and wider ProfTech opportunity, as key component of the LIS Modern Services New Major Market Opportunity (MS-MNMO).
- 2) Recognise the ongoing regional strengths as a sector-based cluster – as per recent national recognition (Kalifa Review) - with transformative potential in context of emerging thinking for post-LIS new Plan for Growth.

## **25. Sector Recovery Plans – Tourism**

Becky Frall advised that the Tourism Recovery Plan built on the Tourism Strategy of 2019 with positives in the region to include Coventry City of Culture 2021 and the Commonwealth Games in 2022. Three pillars had come through the Tourism Board with the aim to: -

- Retain businesses;
- Rebuild business activity; and
- Resilience to be built in against potential future shocks.

She advised that retention of staff was critical with furlough coming to an end and it was envisaged that 2019 employment levels would return by 2024.

In respect of rebuilding, she advised that brand identity was important, to include local authorities as individual destinations. Branding would assist in leveraging major events to the region and a key focus would be on business tourism and events.

In terms of resilience, she stated that key areas would be sustainable tourism, inclusive tourism and to advocate across the region.

Anita Bhalla advised that there were other issues to visit the region, such as the cultural sector; there were issues of transport and covid; long term partnerships were required; and funding was need, such as Heritage Lottery funds.

Becky Frall advised that work was undertaken with Transport for WM, to develop campaigns for a one ticket transport/day out offer and in terms of funding she agreed to have a further conversation with Anita Bhalla. She added that she would share future updates with the SED Board.

Resolved:

That the SED Board: -

- 1) Approve the draft West Midlands Tourism Recovery Plan in principle.
- 2) Delegate final sign off to the West Midlands Board for Tourism and WM Growth Company board.

## **26. Sector Plans - Risk Matrix**

Ed Watson presented the Risk Matrix for information and it was noted that the January meeting would receive a longer-term view of risks.

Kate Hughes advised that there should be reference to the private sector within the risk register.

Resolved:

That the SED Board: -

- 1) Receive, note and comment on the updated sector risk analysis with regard to Covid-19 and EU Exit; and
- 2) Acknowledge the ongoing risk analysis and its integration with sector-led activity through the action plans.
- 3) Note that updates would be provided on a quarterly basis.

## **27. Date of Next Meeting**

The Chair advised that officers would look to book an “in-person” meeting.

Resolved:

That the SED Board note that the next meeting would be held 10<sup>th</sup> September 2021.

The meeting closed at 12.40 pm

Chair