

Public Service Reform Board

Date	1 st March 2022
Report title	PSR Annual Performance and Forward Planning
Portfolio Lead	Councillor Kerrie Carmichael, Portfolio Holder for Public Service Reform & Social Economy
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Report has been considered by	Public Service Reform Board

Recommendation(s) for action or decision:

Public Service Reform Board is recommended to:

- (1) Note the progress against the 2021/22 High Level Deliverables to date.
- (2) Agree the High Level Deliverables for 2022/23.
- (3) Identify any areas which the Board wishes to receive a more detailed report on progress, activity or future direction.

1. Purpose

- 1.1 This paper reports against progress to date against the 2021/22 deliverables and identifies High level deliverables for 2022/23

2. High Level Deliverables for 2021/22

PSR01

Aim:

Facilitation of the Homelessness Taskforce to develop, co-ordinate and embed a regional approach to designing out homelessness

Progress:

- The Homelessness Taskforce steering group and its task groups have continued to meet and to make progress on shared objectives. The two newest Task groups (Domestic Abuse and No Recourse to Public Funds) are examining the evidence base for these significant drivers of homelessness, and are codesigning future activity.
- The Homelessness Taskforce has worked to coordinate several collaborative responses to the Levelling Up, Housing and Communities Committee Inquiry into Exempt Accommodation, setting out key concerns and recommendations for improvement. Submissions to the call for evidence were made by the Mayor, Homelessness Taskforce Members Advisory Group and West Midlands Housing Association Partnership (WMHAP). These emphasised the need for regulatory reform; including powers and resources for local authorities to manage the growth of the sector based on local need and to be able to take action on unscrupulous landlords.
- The Homelessness Taskforce is scoping a research project on destitution with Loughborough University, which will inform its future work, but may also have learning for other areas of the WMCA's work, such as on fuel poverty.
- At its last meeting, the Homelessness Taskforce started to consider the implications and potential opportunities of the Levelling Up White Paper and mooted Trailblazer Devolution Deal. There is an opportunity to ensure that all asks contribute to designing out homelessness.

PSR02

Aim:

Commission and provide oversight for grant-funded homelessness programmes

Progress:

- As of 1st November 2021, the regional Housing First programme had housed 501 clients, with a further 60 accepted onto the programme and being supported into Housing First accommodation.
- The bid to extend the Housing First pilot to March 2024 has now been submitted to the Department of Levelling Up, Housing and Communities (DLUHC). If successful, this will provide the resources needed to continue supporting those citizens who are currently on the programme.
- The Rough Sleeping Initiative (RSI)-funded work with faith and community groups continues, notably focused on safe street support, with further training courses being delivered this spring.
- As of the end of 21st January 2022, the WMCA Rough Sleeping Initiative 2021/22 had supported 1,499 unique individuals, 430 of whom were rough sleeping at the point of engagement.

- The 2022-25 RSI bid is in development following extensive engagement with DLUHC and local authority partners, with a first draft shared with the funder. This is a longer delivery period than previous tranches of RSI, and is an opportunity to add value to the work that local authority partners commission through their own RSI allocations.

PSR03

Aim:

Community Recovery programme: coordinate delivery of community recovery priorities and cross cutting themes

Progress:

- Much of the work identified through community recovery has now been adopted as business as usual.
- Successful winners and runners up have been engaged. There have been some drop outs from among the runners up, and these unclaimed grants may be used to deliver workshops for runners up.
- The 'Covid keeps' report is due to be published in March 2022, on the second anniversary of the first lockdown.
- There has been no progress on the VCFSE resilience fund due to capacity.

PSR04

Aim:

Criminal Justice and Fire Collaboration

Progress:

- The WMCA and OPCC continue to support their 13 point collaboration plan, with highlights including the significant support from the OPCC on the development of the Race Equalities Taskforce and of new transport initiatives.
- West Midlands Fire Service have identified health inequalities as one of five key strategic aims, and joint work progresses on trauma informed approaches, early intervention and prevention and rough sleepers as well as new work with the WMCA health inequalities team (managed through the Wellbeing Board).
- The 'Safe Centre' Partnership Board has been reestablished with a commitment from the Department for Education to support the ongoing development of the centre and confirmation of available capital for the project.
- Ongoing strategic input to cross cutting boards and forum continues.

PSR05

Aim:

Early Intervention and prevention programme

Progress:

- The Trauma Informed Coalition has now established a number of task groups.
- Following a competitive process, a tender has been awarded to undertake a social cost benefit analysis of trauma informed approaches and early intervention and prevention.

- An option to develop a governance review of early help provision is currently on hold until at least the publication of the national review of Early help, due in May 2022.

PSR06

Aim:

JOINT WITH STRATEGY & CULTURE

Systems leadership: develop a regional programme of learning and development in systems leadership

Progress:

- The CIVIC pilot has been developed and WMCA has offered match funding for sectors where take up of the pilot programme has been low.

PSR07

Aim:

JOINT WITH CULTURE & DIGITAL

Improve digital inclusion in the region through partnerships with Local Authorities and Civil society organisations

Progress:

- The Coalition for Digital Inclusion meetings continue, membership has been reviewed and updated and further invites to the voluntary sector have been made.
- The digital inclusion peer research has commenced and is progressing well. It is expected to be completed by April 2022.

IG01

Aim:

Embedding inclusive growth within the WMCA and its partners

Progress:

- The Inclusive Growth Framework has been reworked to show a more nuanced picture of how the region is performing. The team has worked with WMCA's design team to update related infographics, which have now been completed. The relevant item at the March PSR Board will enable the team to take on any feedback and finalise the product thereafter.
- Following its nine month review by WMCA's Corporate Management Team, the Inclusive Growth Business Partners (IGBP) network is embarking on its next phase. The IGBPs have established three collaborative projects which will develop their skills in applied inclusive growth. These include testing the inclusive growth potential of the new acquisitions and disposal framework on a pending disposal of WMCA land in the Grove Lane Masterplan area (Smethwick), and to create the landing page for the 'inclusive growth microsite'.
- The microsite to support IGBPs and other practitioners in embedding inclusive growth into how they work is being created with WMCA's web development team and is expected to be delivered in 2022/23.

IG02



Aim:

Inclusive growth impact, monitoring and accountability

Progress:

- A proposal for an Inclusive Growth Summit to be held in Spring / Summer 2022 are being drawn into a wider programme of activity with The Kings Fund and WMCA's Wellbeing team. This will help to increase profile and increase participation from health partners.
- The Applied Inclusive Growth team has run a session for the West Midlands Rail Executive (WMRE) Leadership team on how to use the inclusive growth levers associated with their work – specifically relating to their approach to community rail. WMRE is considering how to take this forward, and has been provided with a briefing note on how to apply the principles in general.
- The inclusive growth function has provided evidence as part of the internal audit programme – key learning points from this audit will be shared in the next HLD report. An opportunity has been identified to enhance internal audit when it comes to the application of inclusive growth tools and principles, and this will be explored when the Single Assurance Framework is audited in the next municipal year.

IG03

Aim:

Support at least three local authorities and their partners with 'Inclusive-Growth-In-Action' initiatives

Progress:

- The Applied Inclusive Growth team has joined the steering group for the Sandwell Anchor Network to support local partners in designing and delivering its work programme.
- The process of transferring the USE-IT! learning from West Birmingham to East Birmingham is in progress, and is being used as a means to shape the future priorities of the cross-organisational 'Rapid Policy Unit' that supports that work programme.
- The team supported the Birmingham Living Wage City steering group by creating a proposal to organise its 'Action Plan' delivery to enable collaborative, cross-sector delivery. The group is considering the proposal.
- The Ward End & Cole Valley Health & Skills group met, with actions focusing on connecting nascent opportunities associated with community diagnostics and social prescribing to the East Birmingham programme.

IG04

Aim:

Publish, unlock investment for and co-ordinate delivery of the Social Economy Business Plan

Progress:

- The report '[Growing the social economy in the West Midlands Area](#)' was launched to the regional social economy sector on 24th November - fulfilling one of the recommendations of the Social Economy Taskforce, which concluded its work in January 2020. Organisations in attendance had

indicated their willingness to be part of resourcing (in kind or otherwise) and delivering the four projects within the document, plus associated monitoring and evaluation.

- These attendees have now become a virtual team, which has started to initiate delivery of the programme – notably by bringing in secondments from Power to Change, and drawing on expertise from social investors to shape the commissioning of the social economy development fund options appraisal.
- The document has been used as a basis for conversations with supportive funders, who have indicated that they will resource elements of the plan that also achieve their objectives.

IG05

Aim:

Develop and support Inclusive Growth Corridors Board

Progress:

- This aim has been superseded by nascent plans to develop a Capital Integration Board.

3. Proposed High Level Deliverables for 2022/23 to achieve a ‘Fairer’ West Midlands

Teams across WMCA are currently developing their High Level Deliverables and milestones for 2022/23, ensuring alignment to corporate aims and objectives. For the Fairer team in the PSR directorate, these are proposed as follows:

Fairer 1

Aim:

Develop the standards, tools and practices for embedding and delivering inclusive growth, including an online inclusive growth portal and the Inclusive Growth Business Partners Network.

Corporate Strategy link

1.1 We will drive growth to boost innovation, secure investment and support industrial clusters by working with partners to develop economic strategies and plans

Fairer 2

Aim:

Deliver, monitor and evaluate the impact of the four strands of the social economy growth strategy, with a view to doubling the size of the social economy by 2030.

Corporate Strategy link

1.2 We will work with partners to create the optimum conditions for businesses to grow, by ensuring they have the support needed to start up, scale up and succeed

Fairer 3

Aim:

Convene partners to take action to address race inequalities through the Race Equalities Taskforce

Corporate Strategy link

2.2 We will work with partners to identify and address the different barriers faced by our diverse communities

Fairer 4 Inclusive Communities Portfolio (reported here for info only)

Aim:

Support and develop the Young Combined Authority to develop a programme of activity that puts young people's concerns at the heart of regional policy making

Corporate Strategy link

2.2 We will work with partners to identify and address the different barriers faced by our diverse communities

Fairer 5 Inclusive Communities Portfolio (reported here for info only)

Aim:

Support and develop the Leadership Commission through a clear work programme which interfaces with other taskforces and commissions.

Corporate Strategy link

2.2 We will work with partners to identify and address the different barriers faced by our diverse communities

Fairer 6

Aim:

Develop new approaches to social innovation in the region including exemplar initiatives, training opportunities and a cross agency virtual team.

Corporate Strategy link

2.3 We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners

Fairer 7

Aim:

Ongoing facilitation of the Homelessness Taskforce, Members Advisory Group and associated task groups, including by delivery of pilot activity, including looking at alternative funding models for preventative activity.

Corporate Strategy link

2.3 We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners

Fairer 8

Aim:

Ongoing oversight of Housing First pilot, Rough Sleepers Accommodation Programme and Rough Sleeping Initiative, along with any other externally funded activity

Corporate Strategy link

2.3 We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners

Fairer 9
Aim: Deliver a coalition on trauma informed approaches including implementing a regional vision, training framework and commissioning processes.
Corporate Strategy link 2.3 We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners
Fairer 10
Aim: Support a pilot programme of public sector leadership development with CIVIC and explore opportunities for wider roll out.
Corporate Strategy link 2.3
Fairer 11
Aim: Develop collaborative projects with the Police and Crime Commissioner to help reduce crime and improve the criminal justice system
Corporate Strategy link 2.3 We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners
Fairer 12
Aim: Support up to three local authority partners with 'Inclusive Growth in Action' schemes.
Corporate Strategy link 4.1 We will work with partners to attract investment in and deliver programmes to support net zero development and infrastructure
Fairer 13 Inclusive Communities Portfolio (reported here for info only)
Aim: Develop and support a varied portfolio of citizen engagement activity across the WMCA to ensure decisions are shaped by citizens that our policies, practices and investments deliver real value for everyone living and working in the region.
Corporate Strategy link 6.6 We will involve citizens with our work to put their views at the heart of our planning, decision making and delivery

4. Financial Implications

- 4.1 The WMCA budget agreed in February has been built around these High Level Deliverables. There are no other direct spend or budgetary implications as a result of the recommendations within this report. There is underspend in the budget due to being unable to fill vacancies.

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 2022/23 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