

Public Document Pack

A meeting of the
West of England Joint Committee

will be held on

Date: Friday, 19 July 2019

Time: 12.00 noon (or, if necessary, on the rising of the West of England Combined Authority Committee, whichever is the later).

Place: Council Chamber, City Hall, Bristol City Council

Notice of this meeting is given to members of the West of England Joint Committee as follows:

Mayor Tim Bowles, West of England Combined Authority
Cllr Toby Savage, South Gloucestershire Council
Mayor Marvin Rees, Bristol City Council
Cllr Dine Romero, Bath and North East Somerset Council
Cllr Donald Davies, North Somerset Council

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West of England Combined Authority

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AGENDA

1. EVACUATION PROCEDURE

In the event of a fire, please await direction from staff who will assist with the evacuation. Please do not return to the building until instructed to do so by the fire warden(s).

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST UNDER THE LOCALISM ACT 2011

Members who consider that they have an interest to declare are asked to: a) State the item number in which they have an interest, b) The nature of the interest, c) Whether the interest is a disclosable pecuniary interest, non-disclosable pecuniary interest or non-pecuniary interest. Any Member who is unsure about the above should seek advice from the Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself.

4. MINUTES OF PREVIOUS MEETING

5 - 14

To confirm the minutes of the previous meeting as a correct record.

5. CHAIR'S ANNOUNCEMENTS

To receive any announcements from the Chair of the West of England Joint Committee.

6. COMMENTS FROM THE CHAIR OF THE LOCAL ENTERPRISE PARTNERSHIP

To receive any comments from the Chair of the Local Enterprise Partnership.

7. COMMENTS FROM THE CHAIR OF THE COMBINED AUTHORITY'S OVERVIEW & SCRUTINY COMMITTEE

To receive any comments from the Chair of the Combined Authority's Overview & Scrutiny Committee.

8. ITEMS FROM THE PUBLIC (PETITIONS; STATEMENTS; QUESTIONS)

If you wish to present a petition or make a statement at this meeting, you are required to submit this by 12 noon on the working day before the meeting by e-mail to democratic.services@westofengland-ca.gov.uk For this meeting, this means that your petition/statement must be received in this office by **12 noon on Thursday 18 July 2019**.

If you wish to ask a question at the meeting, you are required to submit the question in writing to democratic.services@westofengland-ca.gov.uk by no later than 3 working days before the meeting. For this meeting, this means that your question(s) must be received in this office by the end of **Monday 15 July 2019**.

In presenting any statements at the meeting, members of the public are generally permitted to speak for up to 3 minutes each. The total time available for this session is 30 minutes. At the discretion of the Chair, speaking time may sometimes be reduced depending on how many public items are received. Please note that all public items will be circulated in advance of the meeting to the committee members.

9. PETITIONS FROM ANY MEMBER OF THE JOINT COMMITTEE

To receive any petitions to be presented by any member of the Joint Committee.

10. LOCAL ENTERPRISE PARTNERSHIP & INVEST BRISTOL AND BATH REVENUE BUDGET OUTTURN - APRIL-MAY 2019

15 - 22

Report enclosed.

11. LOCAL ENTERPRISE PARTNERSHIP ONE FRONT DOOR FUNDING PROGRAMME	23 - 44
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12. INTEGRATED TICKETING - FUTURE WORK	45 - 58
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13. EMPLOYMENT & SKILLS PLAN	59 - 106
Report enclosed.	
14. BUSINESS PLAN 2019/20 - QUARTER 1 PROGRESS REPORT	107 - 120
Report enclosed.	
15. INFORMATION ITEM - DECISIONS TAKEN AT THIS MEETING	
Details of the decisions taken at this meeting and the draft minutes of this meeting will be published on the West of England Combined Authority website as soon as possible after the meeting.	

Minutes of the West of England Joint Committee 14 June 2019

Members:

Mayor Tim Bowles, West of England Combined Authority
Cllr Toby Savage, South Gloucestershire Council
Mayor Marvin Rees, Bristol City Council
Cllr Dine Romero, Bath and North East Somerset Council
Cllr Donald Davies, North Somerset Council

1	<p>ELECTION OF CHAIR</p> <p>The Joint Committee RESOLVED:</p> <p>That Mayor Bowles be elected as Chair of the Joint Committee for the 2019/20 municipal year.</p>
2	<p>ELECTION OF VICE-CHAIR</p> <p>The Joint Committee RESOLVED:</p> <p>That Cllr Savage be elected as Vice-Chair of the Joint Committee for the 2019/20 municipal year.</p>
3	<p>EVACUATION PROCEDURE</p> <p>The Chair thanked Bath & North East Somerset Council for hosting the meeting, welcomed attendees to the meeting and introduced his colleagues:</p> <ul style="list-style-type: none"> • Mayor Marvin Rees, Bristol City Council • Cllr Toby Savage, Leader, South Gloucestershire Council • Cllr Dine Romero, Leader, Bath & North East Somerset Council • Cllr Donald Davies, Leader, North Somerset Council <p>The Chair welcomed Cllr Dine Romero and Cllr Donald Davies to their first meetings of the Joint Committee.</p> <p>At this point, the Chair thanked former Bath & North East Somerset Council Leader Tim Warren for his services and contribution to the work of the Joint Committee. He also recorded his congratulations to Tim Warren on the CBE awarded to him recently in the Queen's birthday honours.</p> <p>The Chair also thanked Cllr Nigel Ashton, former North Somerset Council leader for his services and contribution to the work of the Joint Committee.</p> <p>The evacuation procedure for the venue was then announced by the Chair.</p> <p>The Chair then informed everybody present that the meeting was being recorded and that the recording would be available to view after the meeting on the Combined Authority website. Any individuals present who did not wish to be filmed were asked to indicate this.</p>
4	<p>APOLOGIES FOR ABSENCE</p> <p>It was noted that apologies had been received from Professor Steve West, Chair of the Local Enterprise Partnership Board and Cllr Stephen Clarke, Chair of the Combined Authority Overview & Scrutiny Committee.</p>
5	<p>DECLARATIONS OF INTEREST UNDER THE LOCALISM ACT 2011</p> <p>There were no declarations of interest.</p>
6	<p>MINUTES OF PREVIOUS MEETING</p> <p>The Joint Committee RESOLVED:</p>

That the minutes of the meeting of the Joint Committee held on 1 & 15 February 2019 be confirmed as a correct record and signed by the Chair.

7 CHAIR'S ANNOUNCEMENTS

In relation to the recently announced Queen's birthday honours, the Chair extended his congratulations regarding the respective MBEs awarded to Nick Sturge, Director of Engine Shed for services to the digital economy, and to Paul Appleby, the Creative Sector Chair on the Local Enterprise Partnership for services to the creative industries of Bristol and Bath.

The Chair also shared the following news about the Combined Authority's recent activities:

- A commitment had been secured from the Secretary of State for Transport for an extra £31.9m to complete the funding needed to reopen the railway to Portishead and Pill. This formed part of the ambitious MetroWest plans which would see the opening of new railway lines and stations, benefiting residents and helping the region prosper while reducing congestion and air pollution.
- Earlier this week, the Science Minister, Chris Skidmore had unveiled a commemorative plaque to mark the latest stage in the development of the University of Bath's new £70m Institute for Advanced Automotive Propulsion Systems at the Bristol and Bath Science Park. £10 million had been allocated to this through the Local Growth Fund. The West of England was set to take a leading role in the development of ultra-low emission vehicles. The project also supported the ambitions for clean economic growth and to attract even more innovative businesses to the region.
- The £11m Food Works SW innovation centre, also supported through the Local Growth Fund, was on schedule to open in Weston-super-Mare in the spring next year – creating around 250 new jobs, and providing 12 food grade business units for lease, with access to a range of product development facilities and specialist technical and business support.
- Two flagship facilities had recently opened at Weston College, funded through the Local Growth Fund. The £13 million Health and Active Living Skills Centre would welcome its first students this September, providing learners with knowledge of the healthcare and sport sectors as well as vital industry skills. The college would also play a lead role in tackling the construction skills shortage with a multi-million pound construction training centre – which opened in May to offer training in seven key areas of construction – plant, health and safety, scaffolding, highway and groundworks, warehousing and apprenticeships. The Construction Training Centre had been made possible by the College match-funding a successful bid for £3.3m funding from the West of England Local Enterprise Partnership through the Local Growth Fund, administered by the Combined Authority.
- The region had been announced as one of 12 winning bids to host an 'Institute of Technology' which would bring a share of £170m from the Department for Education to offer higher level technical training in science, technology, engineering and mathematics. The Institute of Future Technology would attract more learners to higher education from under-represented groups in technical and higher education, helping to address emerging skills gaps in the economy.

8 COMMENTS FROM THE CHAIR OF THE LOCAL ENTERPRISE PARTNERSHIP

It was noted that the Chair of the Local Enterprise Partnership Board, Professor Steve West

	<p>had given his apologies for the meeting. Comments submitted for this meeting by the Chair, setting out an update on the Local Industrial Strategy, LEP Board recruitment and the proposed constitutional changes referred to as part of the Annual Business Report (agenda item 11) had been circulated. The Joint Committee noted these comments, a copy of which would be available to view on the Combined Authority's website.</p>
9	<p>COMMENTS FROM THE CHAIR OF THE COMBINED AUTHORITY'S OVERVIEW & SCRUTINY COMMITTEE</p> <p>It was noted that comments from the Chair of the Overview & Scrutiny Committee had been presented at the Combined Authority Committee meeting earlier that afternoon. Those comments had also been circulated for the Joint Committee's information and covered the following issues:</p> <ol style="list-style-type: none"> 1. A request that the Combined Authority should declare a Climate Emergency. 2. Comments on the constitutional changes set out in the Combined Authority Annual Business Report (agenda item 11); specifically, a request that individuals should be permitted to ask oral supplementary questions at Combined Authority committee meetings in respect of the replies they received to written questions. <p>The Joint Committee noted these comments, a copy of which would be available to view on the Combined Authority's website.</p>
10	<p>ITEMS FROM THE PUBLIC (PETITIONS; STATEMENTS; QUESTIONS)</p> <p>2 questions had been submitted in advance of this meeting, as follows:</p> <ol style="list-style-type: none"> 1. Christina Biggs - subject: MetroWest / rail issues 2. Cllr Clive Stevens (Bristol City Council) - subject: Local Enterprise Revenue outturn report 2018/19 <p>5 statements had been received in advance of the meeting, as follows:</p> <ol style="list-style-type: none"> 1. David Redgewell - subject: Transport issues 2. Celia McCarthy - subject: Climate emergency 3. Cllr Mark Weston (Bristol City Council) - subject: MetroWest - update and funding decision (agenda item 15) 4. Christina Biggs - subject: MetroWest and other funding issues 5. Cllr Clive Stevens (Bristol City Council) - subject: Local Enterprise Revenue outturn report 2018/19 <p>At the invitation of the Chair, and in accordance with the constitution, those in attendance were given the opportunity to present their statements. It was noted that the full text of the statements, and questions/replies had been circulated to committee members in advance of the meeting and would be available to view on the Combined Authority's website following the meeting.</p>
11	<p>PETITIONS FROM ANY MEMBER OF THE JOINT COMMITTEE</p> <p>No petitions had been notified for this meeting.</p>
12	<p>LOCAL ENTERPRISE PARTNERSHIP REVENUE OUTTURN REPORT 2018/19</p> <p>The Joint Committee considered a report (agenda item 12) setting out the draft revenue outturn position for the 2018/19 financial year in relation to the Local Enterprise Partnership (LEP) and Invest Bristol and Bath revenue budgets.</p>

The Chair highlighted the following points:

- Appendix 1 of the report set out the LEP draft revenue outturn position for 2018-19; overall, this showed a net surplus of £464k.
- Appendix 2 set out the Invest Bristol and Bath draft outturn position for 2018/19; this showed a breakeven position.
- The report also included a recommendation to allocate £150k from the LEP reserve for the West of England Leadership Challenge subject to a final business case demonstrating the regional outcomes deliverable through this funding.

The report recommendations were then moved by the Chair and seconded by Cllr Savage.

Mayor Rees welcomed the proposal to allocate £150k for the West of England Leadership Challenge. This programme would reach out to and include a diverse range of participants from the region (in terms of race, gender and background) and from across public, private, voluntary and community sectors to develop their capacity for leadership. Institutions across the region needed to show they were prepared to make intentional interventions and demonstrate ongoing commitment to promote diversity in leadership so that, as institutions, they were both relevant to and reflected the local population.

Cllr Romero noted that committee reports included risk and equalities impact assessments, and details of any financial and legal implications arising from proposals. She suggested that it would be appropriate for the climate change impact of proposals to also be assessed as part of the reporting process.

The Chair then moved to the voting on the recommendations.

The Joint Committee **RESOLVED**:

1. To note the LEP draft outturn position as set out in Appendix 1.
2. To approve the transfer to reserves as detailed in paragraph 2.1.6
3. To approve the allocation of £150k from the LEP reserve for the 'West of England Leadership Challenge' subject to a final business case that demonstrates the regional outcomes deliverable through this funding. Approval to draw down the funding to be delegated to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executive Officers.
4. To note the Invest Bristol and Bath draft outturn position as set out in Appendix 2.

13

LOCAL ENTERPRISE PARTNERSHIP ONE FRONT DOOR FUNDING PROGRAMME

The Joint Committee considered a report (agenda item 13) regarding business cases for schemes seeking approval for funding through the Local Growth Fund and Economic Development Fund, and also setting out an update on other externally funded grant programmes.

The Chair highlighted that the report included:

- Details about business cases for schemes seeking approval for funding through the Local Growth Fund and Economic Development Funds.
- Details of a number of change requests within the current programme.

- An update on further grant awards received for the South West Energy Hub, Low Carbon Challenge Fund, Women Into Digital Jobs, Education and Training, and the Creative Scale-Up programme.

The report recommendations were then moved by the Chair and seconded by Cllr Romero.

In connection with recommendation 4, Cllr Romero asked that an assurance be given that, subject to the conditions set out being met, funding would be forthcoming for the Bath College Digital and Creative Innovation Centre. In response to this point, the Mayor advised that the Combined Authority would write to Cllr Romero to confirm the position and provide assurance on the point raised.

In connection with recommendation 5 (approval of Full Business Case for Keynsham High Street), Cllr Romero referred to a letter she had received from a newly elected Keynsham councillor welcoming this investment.

In connection with recommendation 1, Cllr Savage welcomed the proposal to approve the Full Business Case for the STEAM (Science, Technology, Engineering, Arts and Maths) centre at WISE Campus, Stoke Gifford (subject to the conditions detailed). He also welcomed the proposal to approve the Full Business Case for the Umbrella project (subject to the conditions detailed) which would promote robotics and related innovations that could ultimately help transform people's lives.

Cllr Davies welcomed the package of investment proposals, noting the importance of investing in sustainable projects. In response to a question from Cllr Davies, it was noted that an appropriate degree of over-programming of projects was built into the LGF programme to take account of the inevitable slippage that would take place in some projects; it was recognised this was inherent in taking forward a wide range of projects at the same time.

The Chair then moved to the voting on the recommendations.

The Joint Committee **RESOLVED**:

1. To approve the reallocation of the Quantum Technologies Innovation Centre project from the Local Growth Fund programme to the emerging UK Shared Prosperity Fund.
2. To approve the Full Business Case for the STEAM Centre at WISE Campus, Stoke Gifford subject to securing planning consent and design to RIBA stage 3 with the submission of an updated cost plan.
3. To approve the Full Business Case for the Animal Management Education Centre.
4. To review the funding position for the Digital and Creative Innovation centre when planning consent and design to RIBA stage 3 has been achieved noting that should the scheme progress, the tail of funding would need to be underwritten by B&NES Economic Development Fund allocation.
5. To approve the Full Business Case for the Keynsham High Street scheme.
6. To approve the Full Business Case for the Umbrella project subject to confirmation of the State Aid position and the supply of a detailed programme, specification of the works and cost plan.
7. To award the Reimagining and Redeveloping the Old Magistrates Court project Local Growth Fund pipeline status should funding become available.

8. To award the Watershed Development project LGF pipeline status should funding become available.
9. To approve the Full Business Case for the Cribbs Patchway MetroBus Extension and the award of Economic Development Fund funding subject to supply of a detailed elemental cost breakdown for the highway works and securing all necessary land.
10. To approve the Outline Business Case for MetroWest Phase 2 noting the need to enhance the Benefit to Cost Ratio to at least 2 by Full Business Case stage.
11. To approve the change requests for the Local Growth Fund schemes set out in Appendix 1.
12. To approve the change requests for the Economic Development Fund and Regional Infrastructure Fund schemes set out in Appendix 2.
13. To note the additional funding awarded to the West of England Combined Authority for the South West Energy Hub and delegate approval of the individual Rural Community Energy Fund awards to the West of England Combined Authority Chief Executive in consultation with the South West LEP Chief Executives.
14. To endorse the Low Carbon Challenge Fund and delegate approval for grant making to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executives and informed by the advice of the advisory panel.
15. To endorse the WIDJET (Women Into Digital Jobs, Education and Training) programme and delegate approval for grant making to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executives.
16. To endorse the Creative Scale Up programme and, if a grant process is used to select intermediary delivery partners, delegate approval to make grants to the selected partners to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executives.

14 2018/19 BUSINESS PLAN ANNUAL REPORT

The Joint Committee considered an information report (agenda item 14) setting out an annual assessment of the Combined Authority's Business Plan for 2018/19.

The Chair highlighted that the report included:

- A summary of key projects and activities delivered during 2018/19 that supported the objectives of driving inclusive growth, supporting the region's businesses to grow, fostering innovation and investing in infrastructure.
- A detailed section reporting back on each of the activities included in the 2018/19 Business Plan.
- Details of the Local Enterprise Partnership delivery plan which was focused on specific metrics for LEP funded activity, including the Local Growth Fund, Growth Hub and Invest Bristol & Bath.
- A summary of the risks associated with the delivery of the Business Plan and their mitigations.

Cllr Savage welcomed the helpful format of the report, which highlighted and helped communicate the Combined Authority's work.

The Joint Committee **RESOLVED**:

- To note the report.

15 METROWEST - UPDATE AND FUNDING DECISION

The Joint Committee considered a report (agenda item 15) providing an update on the progress of MetroWest Phase 1a and 1b and seeking the next required committee approvals.

The Chair highlighted that the report set out an update on MetroWest Phase 1a and 1b in terms of governance, meeting the funding gap, the further allocation of funds and next steps, including the submission of the Development Consent Order.

The report recommendation was then moved by the Chair and seconded by Cllr Davies.

Cllr Davies welcomed the report, noting that MetroWest would improve connectivity in the region; every effort should be made to deliver the project as per the expected delivery timescales.

The Chair then moved to the voting on the recommendations.

The Joint Committee **RESOLVED**:

1. To note the progress of the MetroWest Phase 1a and 1b programme, and in particular, the letter of 5 April 2019 from the Secretary of State for Transport, Chris Grayling, providing for £31.9m to meet the scheme funding gap. This funding will be subject to successful achievement of the Department's Rail Network Enhancements Pipeline (RNEP) process.
2. To authorise the West of England Combined Authority to enter into an Initial Promotion Agreement (IPA) (version 3) with North Somerset Council (NSC) to enact the governance decisions made within the West of England Joint Committee resolution of November 2018.
3. To approve (subject to Outline Business Case) project draw down of a further £4.491m for 2019/20 and £7.159m for 2020/21, totalling £11.6m of the Local Growth Fund allocated to complete the technical work, and the Development Consent Order (DCO) process to Full Business Case.
4. Reflecting the position of the West of England Combined Authority as joint promoter of the scheme, to agree to submit the DCO application, with an understanding of the associated share of project risks and liabilities.

16	INFORMATION ITEM - DECISIONS TAKEN AT THIS MEETING In closing the meeting, the Chair advised that details of the decisions taken at this meeting and the draft minutes of the meeting would be published as soon as possible on the Combined Authority website.
	Signed: Date:

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WEST OF ENGLAND JOINT COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

LOCAL ENTERPRISE PARTNERSHIP AND INVEST BRISTOL AND BATH BUDGET OUTTURN – APRIL - MAY 2019

Purpose

To present the forecast revenue outturn budget monitoring for the West of England Joint Committee for the financial year 2019/20 based on actual data for the period April 2019 to May 2019. This report covers the Local Enterprise Partnership (LEP) and Invest in Bristol and Bath (IBB) revenue budgets.

Summary

This report includes the following key information:

- The West of England Combined Authority acts as the Accountable Body for a range of funding streams on behalf of the West of England Councils and LEP. The WECA financial regulations requires regular reports on the financial monitoring position of these funds
- Appendix 1 details the LEP Budget forecast revenue position for the 2019/20 financial year based on actual information to the end of May 2019. This shows the current projection is £1.346m higher than the original budget, largely due to new projects that are fully funded by new grant approvals from government
- Appendix 2 details IBB's forecast revenue position for the 2019/20 financial year based on information to the end of May 2019. This shows the current forecast is for spend to breakeven with budget.

Recommendations

Members of the Joint Committee are asked to:

1. Note the LEP budget monitoring forecast as set out in Appendix 1.
2. Approves the inclusion within the LEP budgets of an additional spend of £1.346m to be fully funded by additional grants and reserves brought forward from 2018/19.
3. Note the IBB Budget as set out in Appendix 2.

Contact officer: Malcolm Coe

Position: Director of Investment and Corporate Services

Email: Malcolm.Coe@westofengland-ca.gov.uk

REPORT TO: WEST OF ENGLAND JOINT COMMITTEE

DATE: 19 JULY 2019

REPORT TITLE: LEP AND IBB BUDGET OUTTURN APRIL – MAY 2019

DIRECTOR: MALCOLM COE, DIRECTOR OF INVESTMENT AND CORPORATE SERVICES

AUTHOR: MALCOLM COE

Purpose of Report

- 1 This report presents the forecast revenue outturn budget monitoring for the West of England Joint Committee for the financial year 2019/20 based on actual data for the period April 2019 to May 2019. This report covers the Local Enterprise Partnership (LEP) and Invest in Bristol and Bath (IBB) revenue budgets.

RECOMMENDATIONS:

The Joint Committee:

- a) **Notes the LEP budget monitoring forecast as set out in Appendix 1;**
- b) **Approves the inclusion within the LEP budgets of an additional spend of £1.346m to be fully funded by additional grants and reserves brought forward from 2018/19;**
- c) **Notes the IBB Budget as set out in Appendix 2.**

Background / Issues for Consideration

- 2 The West of England Combined Authority acts as the Accountable Body for a range of funding streams on behalf of the West of England Councils and LEP. The WECA financial regulations requires regular reports on the financial monitoring position of these funds.

The LEP

- 2.1 **Appendix 1** details the LEP Budget forecast revenue position for the 2019/20 financial year based on actual information to the end of May 2019. This shows the current projection is **£1.346m** higher than the original budget, largely due to new projects that are fully funded by new grant approvals from government. Details of this spend are as follows:

Low Carbon Challenge Fund +£605k

2.1.1 This grant is to help decarbonise the West of England economy, including improving energy efficiency in SME's, implementing small scale projects using renewable sources, and improving the efficiency of public sector housing and other buildings. The total grant is £2.1m which is phased over three years. £605k has been forecast for 2019/20 which will be spent on £103k of staff costs and £502k of direct project spend.

One Public Estate 6 & 7 +£557k

2.1.2. New grant funding has been made available to support and deliver land initiatives with government and other public sector partners through the One Public Estate (OPE) initiative. The LEP have been allocated **£282k** for OPE6 and **£275k** for OPE7. These amounts are included in the forecast project spend and the forecast grant income lines in Appendix 1.

WIDJET +£238k

2.1.3 The WIDJET project aims to provide at least 350 women with new digital skills that will enable them to find work in digital roles, covering a range of content from taster sessions through to intensive software developer programmes. The government have allocated the LEP **£238k** for this project.

Other New Grants +£242k

2.1.4 The LEP has been successful in attracting other additional grant funding including Careers Hub Wave 2 of **£128k**, Skills Advisory Panel funding of **£56k**, and Central Careers funding of **£50k**. These additional amounts are now included in the budget forecasts within Appendix 1.

Local Industrial Strategy +£217k

2.1.5 The underspend on the Local Industrial Strategy of **£217k** in 2018/19 has been transferred to a reserve, and is now added to the 2019/20 budget to enable the continuation of the work.

Creative Scale Ups –(£650k)

2.1.6 This project will provide a targeted package of support to 100 creative sector businesses over the next two years to maximise their growth potential and investor readiness. The total £1.3m budget was originally wholly included in the 2019/20 budget, but has now been re-phased over the 2 years, to reflect expected delivery. This has resulted in a reduction to the 2019/20 budget of **£650k**, which will now be included in the 2020/21 budget.

Energy Hub +£137k

2.1.7 WECA also administers other funding streams, acting as an agent, on behalf of the LEP and partners, including the Energy Hub. Additional grant has been approved of £565k for the Energy Hub with £137k phased in 2019/20, which is reflected in the forecast position.

Invest in Bristol and Bath (IBB)

2.2 **Appendix 2** details IBB's forecast revenue position for the 2019/20 financial year based on information to the end of May 2019. This shows the current forecast is for spend to breakeven with budget. The main point to note is:

2.2.1 Funding for IBB is secured by way of an annual grant, (for five years from 2015/16 to 2019/20), from the Economic Development Fund. As previously reported, 2019/20 is the final year of EDF funding and options will need to be considered over the coming months for the future funding of this service.

Consultation

3 Consultation has been carried out with the Chief Executives, S151 Officers across the region and the Monitoring Officer.

Other Options Considered

4 None.

Risk Management/Assessment

5 This report forms a core part of the WECA's governance and risk management process. The forecast budgets presented in this report take account of known financial risks and their potential impact on the outturn financial position. The West of England Office agreement underpins the LEP; with a Memorandum of Understanding between the four West of England Unitary Authorities underpinning the IBB service. These agreements deal with the risk sharing mechanisms between the four West of England councils. For all other WoE budgets administered by the WECA, it acts as "agent" with a straight pass through of funding and related costs.

Public Sector Equality Duties

6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

6.1 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

- 6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 6.3 There are no specific public sector equalities issues arising from this report although budget managers are reminded to consider how they could positively contribute to the advancement of equality and good relations.

Finance Implications, including economic impact assessment where appropriate:

- 7 The financial implications are contained within the body of the report. The LEP and IBB functions support the economic growth and vitality of the region.

Advice given by: Malcolm Coe, Director of Investment & Corporate Services

Legal Implications:

- 8 This report monitors how the Local Enterprise Partnership (LEP), and Invest in Bristol and Bath (IBB) revenue budgets are performing against the financial targets set in February 2019 through the Budget setting process.

Advice given by: Shahzia Daya, Director of Legal Services

Human Resources Implications:

- 9 These are set out in the body of the report, including the use of interim staffing resources and the proposals for the on-going WECA staffing resources.

Advice given by: Alex Holly, Head of Human Resources

Appendices & Background papers:

Appendix 1: Revenue position LEP

Appendix 2: Revenue position IBB

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email:

democratic.services@westofengland-ca.gov.uk

APPENDIX 1

LEP April to May 2019/20			
	Budget £'000s	Forecast £'000s	Variance £'000s
EXPENDITURE			
Staff	1,916	2,119	203
Supplies & Services			
Premises Services	141	161	20
Support Services	142	162	20
Supplies & Services	62	63	1
Project Spend	2,429	3,531	1,102
Total Supplies & Services	2,774	3,917	1,143
Total Expenditure	4,690	6,036	1,346
INCOME			
UA contributions	440	440	0
Government Grant	3,206	4,327	1,121
DCLG Core & Capacity Grant	500	500	0
Interest on Balances	400	400	0
Use of Reserves	144	369	225
Total Income	4,690	6,036	1,346
NET TOTAL - Under / (Over) Spent	0	0	0

APPENDIX 2

IBB April to May 2019/20			
	Budget £'000s	Forecast £'000s	Variance £'000s
EXPENDITURE			
Staff	528	528	0
Supplies & Services			
Premises Services	41	41	0
Support Services	41	41	0
Supplies & Services	0	0	0
Project Spend	390	390	0
Total Supplies & Services	472	472	0
Total Expenditure	1,000	1,000	0
INCOME			
EDF Grant	1,000	1,000	0
Total Income	1,000	1,000	0
NET TOTAL - Under / (Over) Spent	0	0	0

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WEST OF ENGLAND JOINT COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

LOCAL ENTERPRISE PARTNERSHIP ONE FRONT DOOR FUNDING PROGRAMME

Purpose

To consider business cases for the following schemes seeking approval for funding through the Local Growth Fund and to update on other externally funded grant programmes:

- MetroWest Phase 1
- Invest Bristol and Bath
- Workforce for the Future
- Research and Innovation Challenge Fund

Recommendations

The Committee is asked to:

1. Approve the reallocation of £1.816m of LGF funding from the Sustainable Transport/Pinch Points programme to the A4108 Corridor Improvements scheme and delegate to the WECA Chief Executive in consultation with the West of England Chief Executives the approval of a change request for up to £346,000.
2. Approve the Outline Business Case for MetroWest Phase1 and award £11.65m LGF from within the agreed allocation to develop a Full Business Case subject to the supply of a detailed cost breakdown and an updated programme
3. Approve the changes to schemes in the LGF programme set out in paragraph 4.1.
4. To note the submission of the Full Business Case for Invest Bristol and Bath with sustainable funding options to be considered further by the West of England s151 officers and delegate the funding award to the WECA Chief Executive in consultation with the West of England Chief Executives.
5. Approve the Full Business Case for Workforce for the Future subject to securing ESF funding and finalising the Monitoring and Evaluation Plan and to delegate approval of grant making to the WECA Chief Executive in consultation with the West of England Chief Executives.
6. Approve the Full Business Case for the Research and Innovation Challenge Fund subject to securing ERDF funding and delegate approval of grant making to the WECA Chief Executive in consultation with the West of England Chief Executives.

Contact officer: Malcolm Coe

Position: Director of Investment & Corporate Services

Email: Malcolm.Coe@westofengland-ca.gov.uk

MEETING: WEST OF ENGLAND JOINT COMMITTEE

DATE: 19 JULY 2019

REPORT TITLE: LOCAL ENTERPRISE PARTNERSHIP ONE FRONT DOOR FUNDING PROGRAMME

AUTHOR: MALCOLM COE, DIRECTOR OF INVESTMENT AND CORPORATE SERVICES

Purpose of Report

- 1.1 To consider business cases for the following schemes seeking approval for funding through the Local Growth Fund and to update on other externally funded grant programmes:
- MetroWest Phase 1
 - Invest Bristol and Bath
 - Workforce for the Future
 - Research and Innovation Challenge Fund

Background

- 2.1 A consistent approach has been developed for the identification, development, approval and change management for schemes seeking funding through the LEP Local Growth, Economic Development and Revolving Infrastructure Funds. This involves recommendations being made by an Investment Panel comprising the Chief Executives of the Local Enterprise Partnership and the four local authorities, oversight by the LEP Board and formal decision making by the West of England Joint Committee. For schemes within the Economic Development Fund advice is provided by the four Council S151 officers as part of business case approval decision.
- 2.2 It is recognised that transparency, accountability and ensuring value for money must be central to these arrangements, and Government have set out their expectations in this regard in the 'National Local Growth Assurance Framework' guidance. The West of England Local Growth assurance framework which embrace both LEP and WECA Single Pot funding is published on the WECA [website](#).

Local Growth Fund (LGF)

- 3.1 The total West of England Growth Deal capital funding allocation across rounds 1-3 is £202.1m. The current profile of spend across the schemes within the programme is shown in Figure 1. There is an expectation that all LGF projects are substantially complete by March 2021 (the end of the LGF funding period) and a requirement that all grant funds are spent by this date. To help mitigate against slippage, an ongoing review is undertaken of all projects which are either yet to fully approved or have programme allocations. Schemes in this position have been asked to accelerate the development of business cases and provide credible delivery plans for spend and completion by March 2021. Overprogramming currently stands some £11.8m not including the Bath College Digital and Creative Innovation Centre for which a funding decision is planned when planning consent has been secured and further design undertaken.

Local Growth Fund Schemes Spend £000s	15/16	16/17	17/18		18/19	19/20	20/21	Total
	Grant Claim		16/17 Claim	17/18 Claim	Current Profile			
Transport Schemes								
MetroWest Phase 2 Development Costs	140	351	53	1,046	1,610	-	-	3,200
MetroWest Phase 1 Development Costs	3,304	3,291	251	2,001	1,750	4,941	7,159	22,697
MetroWest Phase 1 Implementation	-	-	-	-	-	-	4,624	4,624
Sustainable Transport Package 15/16	2,898	-	-	-	-	-	-	2,898
Sustainable Transport Package 16/17	-	1,934	71	1,678	36	-	-	3,719
Sustainable Transport Package 17/18	-	-	-	971	1,506	2,459	-	4,936
Sustainable Transport Package/Pinch Points programme	-	-	-	-	-	-	1,450	1,450
Pinch Points - West Wick Rbt and North South Link	-	1,783	-	-	3,163	6,365	-	11,311
Pinch Points - Aztec West Roundabout	-	1,833	269	-	-	-	-	2,102
Portway Station	-	-	-	-	-	200	353	553
Pinch Points - A4018 Corridor Improvements	-	-	-	-	-	210	2,885	3,095
Weston-super-Mare Town Centre Enhancement	-	-	-	-	267	1,100	1,433	2,800
A39 Bences Garage Junction Improvement	-	-	-	-	700	-	-	700
Weston-super-Mare: Sustainable Travel Improvements	-	-	-	-	55	395	-	450
Bromley Heath Viaduct Improvement Scheme	-	-	-	-	2,800	-	-	2,800
Keynsham Town Centre Improvements	-	-	-	-	-	544	956	1,500
South Glos Sustainable Transport Package	-	-	-	-	-	1,632	1,163	2,795
FE Skills Capital Schemes								
Weston College Future Technology Centre	2,743	-	-	-	-	-	-	2,743
Law and Professional Services Academy	5,563	13,829	-	-	-	-	-	19,392
Advanced Engineering Centre Extension	-	784	948	2,226	45	-	-	4,003
B&NES Construction Skills Centre	-	1,419	1,313	-	-	-	-	2,732
North Somerset Enterprise Technical College	-	2,177	-	-	-	-	-	2,177
Increasing the capacity of the BEMA Training Centre	-	-	-	13	-	62	-	75
Weston College Construction Skills Centre	-	-	-	-	3,271	-	-	3,271
Weston College Health and Active Living Skills Centre	-	-	-	-	5,359	-	-	5,359
South Bristol Construction Centre	-	-	-	-	-	2,070	3,930	6,000
Bath College Catering & Hospitality Training Hub	-	-	-	-	-	2,099	-	2,099
SGS STEAM Centre	-	-	-	-	-	1,209	5,192	6,401
Weston College Animal Management Training Centre	-	-	-	-	-	990	-	990
Infrastructure Schemes								
Aerospace Bristol	-	1,700	-	-	-	-	-	1,700
Superfast Broadband SGC	-	714	-	556	40	-	-	1,310
Superfast Broadband CDS	-	-	-	-	-	400	-	400
B&B Cultural Destinations Media Bank	-	14	-	87	46	-	-	147
Town Square, Weston-super-Mare	-	1,227	61	1,554	6	131	-	2,979
Saw Close Public Realm, Bath	-	112	-	-	-	-	-	112
Bath Quays Bridge	-	355	-	-	69	1,196	249	1,869
Cattle Market Road Demolition Works	-	278	95	502	-	-	-	875
Colston Hall Phase 2 Transformation Project	-	-	-	1,000	1,000	3,000	3,405	8,405
Bath Quays South Phase 1a Enabling Infrastructure	-	-	-	731	3,836	4,228	-	8,795
Bath Quays North Phase 1b Relocation of Coach Park	-	-	-	93	1,396	-	-	1,489
Bath Quays North Initial Development Works	-	-	-	-	-	6,594	-	6,594
Bath Innovation: Pioneer Project	-	-	-	-	-	-	1,796	1,796
Purchase of Land at Bristol and Bath Science Park	-	-	-	-	4,909	856	-	5,765
Innovation Schemes								
Bristol Institute of Technology, BRL and UEZ	1,952	2,548	-	-	-	-	-	4,500
Health Technology Hub	-	1,036	103	191	-	-	-	1,330
FoodWorks ^{SW} Innovation Centre	-	-	-	-	2,000	9,844	-	11,844
NTProStruct	-	2,374	1,484	-	-	-	-	3,858
Composites Bridge Construction	-	-	-	735	101	1,130	3,084	5,050
OPCR - Sensor Factory, CAV & KWMC	-	-	-	-	1,073	1,792	475	3,340
Umbrella	-	-	-	-	-	2,100	1,500	3,600
IAAPS	-	-	-	-	6,000	4,000	-	10,000
Bristol VR Lab	-	-	-	160	60	75	-	295
Quantum Technologies Innovation Centre	-	-	-	-	-	-	-	-
Grow-On2 Temporary Building	-	-	-	-	-	1,004	-	1,004
	16,600	37,759	4,648	13,544	41,098	60,626	39,654	213,929
Total Funds Available	16,600		42,407	49,832	81,658	13,575	34,312	
Change from allocation	0		0	-36,288	-40,560	47,051	5,342	11,833

Subject to approval of change request
Project completed

Figure 1 – Current LGF Spend Profile

*Full Business Cases***A4108 Corridor Improvements**

- 3.2 A draft Full Business Case has been submitted for the A4018 Corridor Improvements requesting £3.441m of LGF funding. This seeks to utilise the £1.625m previously identified for this project together with an additional £1.816m of funding from the remaining allocation for the Sustainable Transport/Pinch Points programme. It is expected that detailed design will conclude in December and that an updated final business case will be submitted at this stage for consideration by the Committee. Funding of £346,000 is requested from within the allocation to progress detailed design for which a change request will be produced.

Approve the reallocation of £1.816m of LGF funding from the Sustainable Transport/Pinch Points programme to the A4108 Corridor Improvements scheme and delegate to the WECA Chief Executive in consultation with the West of England Chief Executives the approval of a change request for up to £346,000.

*Outline Business Cases***MetroWest Phase 1**

- 3.3 With the confirmation of £31.9m of Government funding for the scheme an updated Outline Business Case (OBC) for MetroWest Phase 1 has been submitted by North Somerset Council. The scheme comprises the reopening of the Portishead line with an hourly passenger service and an upgraded half hourly service between Severn Beach and Bath Spa (with an extension to Westbury). The scheme will provide an additional 50,000 people with direct access to the rail network and there will be some 959,000 passenger trips per year on opening. The overall project cost is £116.4m and the OBC seeks an additional £11.65m of LGF, from within the overall agreed allocation, to develop the project to Full Business Case (FBC). The project also has a further allocation of £4.62m LGF, £26.079m through the Economic Development Fund and £5.86m through the WECA Investment Fund. The scheme Assessment Summary Table is shown in Appendix 1. An [OBC](#) was produced in support of the Large Local Majors bid and the Financial Case has been published on the WECA [website](#).

Recommendation to approve the Outline Business Case for MetroWest Phase1 and award £11.65m LGF from within the agreed allocation to develop a Full Business Case subject to the supply of a detailed cost breakdown and an updated programme

Changes to Schemes within the Programme

- 3.4 Given that a full set of Highlight Report and Change Requests were considered at the June Committee meeting, these have only been sought by exception for this meeting. Two projects however report changes for consideration, which are set out below:
- **Weston-super-Mare Town Centre Transport Enhancement Scheme/Sustainable Travel Improvements** – cost pressures have arisen for the Transport Enhancement Scheme following receipt of the target cost for the scheme from the contractor and a subsequent review of costs and delivery. Whilst efforts have been made to close the funding gap through savings and additional match, it is proposed to reallocate £1.3m from the Sustainable Travel Improvements project identified for South Parade and Regent Street elements to enable the Town Centre project to proceed. Some funding remains for the Regent Street scheme and it remains the intention to seek to deliver this in the LGF timeframe, whilst for South Parade the Council are actively pursuing other funding sources. The revised LGF funding for the respective schemes is £2.8m

for the Town Centre Transport Enhancements and £450k for the Sustainable Travel Improvements.

- **North Somerset Enterprise & Technology College** - to note the change of sponsor to the Cabot Learning Federation, the aim to ensure where possible that equipment is maintained for continued use by students in that location, or access arrangements otherwise agreed, and confirm that this does not affect compliance with the terms of the grant funding.

Economic Development Fund (EDF)

Invest Bristol and Bath

- 4.1 A Full Business Case has been submitted by WECA for the Invest Bristol and Bath (IBB) service seeking funding for a five year period from April 2020. The business case seeks £5m to refocus the IBB inward investment service and seeks to realise a triple dividend from inward investment that: delivers a financial return to investors; adds to the region's competitiveness, productivity and exports and provides inclusive opportunities for jobs, skill development and career progression for the area's residents. It is forecast that some 200 businesses could be successfully landed in the area and overall 5,900 jobs enabled by IBB over the five year period. The scheme Assessment Summary Table is shown in Appendix 2 and the FBC has been published on the WECA [website](#).

To note the submission of the Full Business Case for Invest Bristol and Bath with sustainable funding options to be considered further by the West of England s151 officers and delegate the funding award to the WECA Chief Executive in consultation with the West of England Chief Executives.

Other Externally Funded Grant Programmes

- 5.1 Two Full Business Cases have been submitted seeking funding from the Investment Fund upon which a decision is sought from the WECA Committee. These projects seek funding from the European Structural and Investment Funds (ESIF) for activities across the LEP geography.

- **Workforce for the Future** – the project seeks to enable businesses with existing and known future skills gaps and needs to address these through the provision of an extensive advice, support, and management network. It is planned to support at least 300 SME led projects which will increase employer engagement in the skills system and/or the number of people progressing into or within skills provision. The number of learner participants will be around 900 across the West of England. The £8m project seeks £4m from the European Social Fund (ESF) matched with £4m from the Investment Fund through a request to the WECA Committee. The focus, and benefits, of the project will be reflective of the match funding provided with a proportionate adjustment applied in relation to the North Somerset area. The Scheme Assessment Summary Table is shown in Appendix 3 and the FBC has been published on the WECA [website](#)

Recommendation to approve the Full Business Case for Workforce for the Future subject to securing ESF funding and finalising the Monitoring and Evaluation Plan and and delegate approval of grant making to the WECA Chief Executive in consultation with the West of England Chief Executives.

- **Research and Innovation Challenge Fund (RICF)** – the RICF could fund approximately 34 grants, which will be awarded to SMEs in the advanced engineering

and digital innovation sector. Delivery of the RICF would be through the West of England Growth Hub, being best placed to maximise uptake through its longstanding business relationships and to develop synergies with existing funded programmes and support providers. The project has an overall value of £2.46m of which £242,000 is requested from the Investment Fund through a request to the WECA Committee, with £943,000 sought from the European Regional Development Fund (ERDF). Similar to Workforce for the Future, the focus, and benefits, of the project will be reflective of the match funding provided with a proportionate adjustment applied in relation to the North Somerset area. The Scheme Assessment Summary Table is shown in Appendix 4 and the FBC has been published on the WECA [website](#)

Recommendation to approve the Full Business Case for the Research and Innovation Challenge Fund subject to securing ERDF funding and delegate approval of grant making to the WECA Chief Executive in consultation with the West of England Chief Executives.

Consultation:

- 6.1 Consultation has been undertaken with the Chief Executive Officers and four Section 151 Officers across the West of England alongside the WECA Statutory Finance Officer and Monitoring Officer.

Other Options Considered:

- 7.1 Each project is required to undertake an options assessment, and to set out the rationale for the preferred option within the Outline and Full Business Case. Similarly requests for change include a description of other potential options and why the chosen option is proposed.

Risk Management/Assessment:

- 8.1 Each project in the programme is required to set out their approach to risk management and provide a risk register which is reviewed as part of the business case approval process. Key risks for each scheme are reported as part of the quarterly highlight report. Programme level risks are considered at each meeting of the Investment Panel.

Public Sector Equality Duties:

- 9.1 For projects seeking funding via the LGF, EDF or RIF scheme promoters are required to include as part of their FBC, an equality and diversity assessment and plan. These assessments are [published](#) on the LEP website.

Economic Impact Assessment:

- 10.1 Supporting economic growth is central to the One Front Door funding streams, and promoters are required to include an economic case within the FBCs for each scheme which sets out how the project will create jobs and GVA growth as well as delivering wider benefits. In line with agreed processes these FBCs are [published](#) on the LEP website at the point of decision making

Finance Implications:

- 11.1 The specific financial implications are set out in the Body of this report.

Advice given by: Malcolm Coe, Director of Investment and Corporate Services, WECA

Legal Implications:

12.1 There are no additional legal implications arising from this report.

Advice given by: Shahzia Daya, Monitoring Officer, WECA

Land/Property Implications;

13.1 All land and property implications are set out within the specific business cases and dealt with by the scheme promoters.

Advice given by: Malcolm Coe, Director of Investment and Corporate Services, WECA

Human Resources Implications:

14.1 There are no direct human resource implications arising from this report.

Recommendations:

The Committee is asked to:

1. **Approve the reallocation of £1.816m of LGF funding from the Sustainable Transport/Pinch Points programme to the A4108 Corridor Improvements scheme and delegate to the WECA Chief Executive in consultation with the West of England Chief Executives the approval of a change request for up to £346,000.**
2. **Approve the Outline Business Case for MetroWest Phase1 and award £11.65m LGF from within the agreed allocation to develop a Full Business Case subject to the supply of a detailed cost breakdown and an updated programme**
3. **Approve the changes to schemes in the LGF programme set out in paragraph 4.1.**
4. **To note the submission of the Full Business Case for Invest Bristol and Bath with sustainable funding options to be considered further by the West of England s151 officers and delegate the funding award to the WECA Chief Executive in consultation with the West of England Chief Executives.**
5. **Approve the Full Business Case for Workforce for the Future subject to securing ESF funding and finalising the Monitoring and Evaluation Plan and to delegate approval of grant making to the WECA Chief Executive in consultation with the West of England Chief Executives.**
6. **Approve the Full Business Case for the Research and Innovation Challenge Fund subject to securing ERDF funding and delegate approval of grant making to the WECA Chief Executive in consultation with the West of England Chief Executives.**

Appendices

- Appendix 1: MetroWest Phase 1 – Assessment Summary Table
- Appendix 2: Invest Bristol and Bath – Assessment Summary Table
- Appendix 3: Workforce for the Future – Assessment Summary Table
- Appendix 4: Research and Challenge Innovation Fund - Assessment Summary Table

Report Author: Malcolm Coe, Director of Investment and Corporate Services

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the Contact Officer for the meeting who is **Pete Davis** and who is available by telephoning 0117 426210; writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email:

democratic.services@westofengland-ca.gov.uk

Appendix 1 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	MetroWest Phase 1	Strategic Case	<p>The project has strong strategic fit with the Joint Local Transport Plan, Council Core Strategies/Corporate Plans and the Strategic Economic Plan.</p> <p>The noted benefits of the scheme are:</p> <ul style="list-style-type: none"> • An increased local economy • Enhanced rail capacity • A reliable and more frequent public transport service • Reduced highway congestion on arterial corridors • Competitive journey times • Improved accessibility to sites for new homes/employment development • Reduced overall environmental impact, resulting in improved air quality • An attractive mode choice and capacity for journeys to work • Wide ranging social/health benefits 	Funding Source(s)	£16,724,430 Local Growth Fund (excluding costs claimed to March 2019), £26.079m Economic Development Fund and £5.86m Investment Fund
Scheme Promoter	North Somerset Council/WECA	State Aid	The scheme will provide open access public infrastructure.	Approval Requested	Outline Business Case
Date of Submission	7/6/19	Economic Case and Value for Money	<p>The scheme presents a core BCR of 2.21 representing 'high' value for money. The Adjusted BCR is 3.10 when wider impacts are included.</p> <p>It appears there are a number of factors which may result in a lower Initial BCR than reported, and it is expected that these will be taken into account in the FBC. However, in the absence of the updated assessments, the possibility that the Initial BCR for the Core Scenario will fall below 2.0 cannot be discounted.</p>	Grant Award	£11,650,149 LGF
Funding Requested	£11,650,149 LGF to progress to				

	Full Business Case		<p>If this were the case, then the scheme would be relying on wider economic impacts and option values to provide an Adjusted BCR over 2.0. It is noted that the benefits currently resulting from these are significant (including £68.4m of agglomeration benefits and £25.5m of option values). It appears appropriate to include both of these benefits but the methodologies used to derive these values have not been reviewed at this time.</p> <p>The Value for Money Statement is shown below.</p> <p>A letter has been provided by North Somerset Council's s151 officer confirming approval of the business case including the value for money statement.</p>		
Total Scheme Cost	£100.265m (excluding £16.16m pre OBC)	Risk	<p>A Quantified Cost Risk Assessment (QCRA) has been undertaken yielding a risk allowance of £20.22m (20%) which is allowed for in the project costs.</p> <p>An additional £15m is to be identified by NSC for which it is assumed the backstop position would be through EDF substitution.</p>	Grant Recipient	North Somerset Council
Match Funding %	45-58%	Delivery	<p>The scheme is jointly promoted by North Somerset Council and WECA.</p> <p>A detailed programme is required which should be provided on submission of the DCO application.</p>	Payment Basis	LGF Quarterly in arrears on defrayed expenditure

ITEM 11

<i>Scheme Description</i>	<i>Recommendation to Joint Committee</i>	Conditional approval of the OBC
<p>MetroWest Phase 1 will deliver a strategic enhancement to the West of England local rail network. The scheme will increase the UK passenger rail network by 14 kilometres, deliver two new stations and enhance the service frequency for 16 existing stations, across three local lines. The scope of MetroWest Phase 1 includes the delivery of infrastructure and passenger train operations to provide:</p> <ul style="list-style-type: none"> • A half hourly service for the Severn Beach Line (hourly for St. Andrews Road station and Severn Beach station). • A half hourly service for Keynsham and Oldfield Park stations on the Bath Spa to Bristol Line. • An hourly service for a reopened Portishead Line with new stations at Portishead and Pill. 	<i>Conditions of Approval</i>	The supply of a detailed cost breakdown and an updated programme

Record of Approval

<i>WECA S151 Officer</i>		<i>Joint Committee</i>	
<i>Name</i>	Malcolm Coe	<i>Date of Meeting</i>	19 July 2019
<i>Date</i>	9 July 2019	<i>Decision</i>	
<i>Signature</i>			

MetroWest Phase 1 - Value for Money Statement

Criteria	Description
Value for Money/Value for Money when Wider impacts are included	High/High
NPV	£141.40 million
Initial BCR	2.21
Adjusted BCR (With Wider Impacts)	3.10
Summary of the benefits and costs	<ul style="list-style-type: none"> • Rail transport user benefits (around 82% of the total benefits excluding wider impacts) • Highway transport user benefits (21% of total excluding benefits excluding wider impacts) • Wider Economic Impacts £78.96 million <ul style="list-style-type: none"> • Option Values £25.5m <p>Operating costs are more significant than capital costs in the economic case, though not by much (56% operating cost versus 44% capital cost).</p>
Significant non-monetised impacts	No significant non-monetised impacts. The most significant non-monetised impact is a moderate beneficial impact on journey quality. Other impacts are either slight beneficial (physical activity, access to services), slight adverse (historic environment, biodiversity, severance) or neutral.
Key risks, sensitivities and uncertainties underlying the appraisal	<ul style="list-style-type: none"> • Operating cost assumptions - potential scope for greater synergies with existing services to reduce staffing and maintenance costs • Rail demand forecasts, in particular future year growth in demand at new and existing stations • Future year fare assumptions
Significant social distributional impacts	Analysis indicates that scheme impacts are relatively evenly distributed across income, social and user groups. User benefit distributional impact is moderate beneficial, noise and air quality are minor adverse, other impacts are all neutral.

Appendix 2 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Invest Bristol and Bath (IBB)	Strategic Case	<p>It is noted that the IBB service has been co-designed by all four UAs, the LEP and subsequently WECA, has continually adapted itself to fit regional strategic focus as it has emerged, including the Strategic Economic Plan, Joint Spatial Plan, Joint Local Transport Plan and emerging Local Industrial Strategy.</p> <p>The service mission is 'To identify, attract and support investments by companies in advanced industrial sectors and financial and professional services which realise the triple dividend of commercial value for investors and economic and community value for the region and the UK.' The identified objectives to deliver the mission are to:</p> <ul style="list-style-type: none"> • Identify compelling, business led investment opportunities for which the region has the greatest chance of securing high value investment projects. • Generate investor leads and focus account management on firms qualified against the high value investment opportunities • Assemble national, regional and local bespoke pre and post landing services to maximise benefits from investment in the region for investors, the regional and UK economy and residents. • Define and measure the value of investment, and the service, on its economic and social impacts. 	Funding Source(s)	Economic Development Fund/ Investment Fund
Scheme Promoter	WECA	State Aid	It is stated that IBB is a public sector service.	Approval Requested	Full Business Case

Date of Submission	14/6/19	Economic Case and Value for Money	<p>The business case forecasts that 790 leads will be generated and 195 successful landings or expansions in the West of England area will be achieved by IBB over the 5 year period. These activities are forecast to enable 5,900 jobs which is in line with levels achieved over the previous years of operation.</p> <p>Comparing these to the cost provides a cost per job enabled of £850. It should however be noted that these are jobs enabled rather than directly created and that other public investment, particularly for those locating in the Enterprise Zone and Areas, will be contributing to this job outcome.</p> <p>A letter has been provided by the Head of Business and Skills which confirms the project represents good value for money in the use of public resources.</p>	Grant Award	To be confirmed
Funding Requested	£5m (Staff including overheads £3.045m, Sector specialists/consultants £850k, Campaigns and promotion £880k, Research and intelligence £225k)				
Total Scheme Cost	£5m (with grant profiled £1m per year over 20/21 – 24/25)	Risk	<p>A risk register has been provided which includes the main risks for the project.</p> <p>This project rolls forward the IBB service, albeit with a refocused approach, and as such risks should be well understood.</p>	Grant Recipient	WECA
Match Funding %	0% (although some in-kind contributions are expected)	Delivery	<p>The funding commences in April 2020, when the current EDF funding arrangement ceases. The majority of the staff in the team are already in place, aside from a new Service Lead for Enterprise, Trade and Investment who is being recruited.</p>	Payment Basis	N/A

ITEM 11

Scheme Description	Recommendation to Joint Committee	Sustainable funding options to be considered further by WoE s151 officers
<p>This project seeks to refocus the Invest in Bristol and Bath inward investment service to realise a triple dividend from inward investment that: delivers a financial return to investors; adds to the region's competitiveness, productivity and exports and provides inclusive opportunities for jobs, skill development and career progression for the regions' residents. The service will provide investors with a seamless service delivered by specialist staff (based in the Invest in Bristol and Bath, skills and education and Growth Hub teams in WECA's Business and Skills Directorate) and the UAs working in partnership with colleagues in the Department for International Trade (DIT), Universities, Colleges and private sector firms.</p> <p>The proposed service activities will comprise:</p> <ul style="list-style-type: none"> • Pre-Sales - engagement of DIT, specialist industrial centres, Universities and leading firms to research and identify compelling commercial investment opportunities, match the opportunities with pre-qualified overseas investors and advise on appropriate marketing campaigns. • Sales - a proactive sales service to raise awareness of the region as a location for investment and promote and present the investment cases for the region • A responsive enquiry handling service to prioritise enquires and provide prompt and appropriate responses. • An account management service for existing Foreign Direct Investment (FDI), significant UK firms and fast-growing firms to provide businesses with access to business and skill support services. 	Conditions of Approval	N/A

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Record of Approval

WECA S151 Officer		WECA Committee	
Name	Malcolm Coe	Date of Meeting	19 July 2019
Date	9 July 2019	Decision	
Signature			

Appendix 3 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Workforce for the Future (WFTF)	Strategic Case	<p>The Business & Skills pillar within the WECA Business Plan includes the objectives 'Improving skills and knowledge supply to meet existing and future demands' and 'A joined up education and skills system that meets the region's business needs.'</p> <p>The national European Social Fund (ESF) Operating Programme sets out, under its priority of "Improving the labour market relevance of education and training systems" that it focuses on improving employer participation and engagement in learning so that it is responsive to the needs of the local economy and individual's progress into or within learning.</p> <p>WFTF will help address these strategic objectives in a number of ways including through addressing and achieving:</p> <ul style="list-style-type: none"> • The perceived failure of information between what adult learners chose to study and the current and future, most productive, job vacancies that exist or will arise. • SME workforce planning and abilities enabling them to better prepare for and meet future skills needs by making them aware of the full range of options available to develop their workforce. • Increasing SME investment into training particularly at higher levels. • Improved capacity in SMEs to provide placement/internship opportunities and enhance the contribution of advanced skills to SME • More and better opportunities to encourage and increase work experience, traineeships, apprenticeships, and placements 	Funding Source(s)	Investment Fund

Scheme Promoter	WECA	State Aid	A 'no aid' position is presented as WFTF is considered to not be of an economic nature. It is noted that State Aid will be tested through the ESF application process.	Approval Requested	Full Business Case
Date of Submission	28/5/19	Economic Case and Value for Money	<p>The FBC draws on research from London Economics which suggests the average lifetime NPV, financial gain to an individual of progression (subdivided by levels and NVQ/apprenticeships). This £ uplift is applied to the up to 900 learners to give £67.5m of benefits. When compared to the £8m cost this provides a return to the individual of £7.85 per £1 of public investment.</p> <p>Allowing for not all progressions happening, and for deadweight, and taking a conservative view yields a return per £ of investment of £3.92.</p> <p>In terms of costs per project output, these are £20k per SME engagement and £27k per SME project.</p> <p>A letter has been provided by the Head of Business and Skills which confirms the project represents good value for money in the use of public resources.</p>	Grant Award	£4m
Funding Requested	£4m (Staff including overheads £461k, Costs of Partnership Organisations £3.5m, marketing £39k)				
Total Scheme Cost	£8m (with grant spend £410k 19/20, £1.775m 20/21, £1.435m 21/22 and £380k 22/23)	Risk	<p>A high level risk register has been provided which should be developed further with specific risks as plans for the delivery of the project are better defined.</p> <p>A high level cost breakdown has been provided but no risk or contingency allowance is separately identified.</p>	Grant Recipient	WECA

Match Funding %	50%	Delivery	<p>The outcome of the ESF funding application is expected to be known in July.</p> <p>WECA will lead the project with delivery planned through external intermediaries selected following an open and transparent grant process, together with the Careers Enterprise Company and Growth Hub.</p> <p>The business case sets out a set of milestones for completed engagements/projects although this should be underpinned by a project plan against which progress throughout the duration of the project can be measured and reported through Highlight Reports.</p>	Payment Basis	N/A
Scheme Description				Recommendation to Joint Committee	Approval subject to conditions
<p>WTFE will create a revenue resource (people, capacity, support networks) that is able to engage with SMEs, learners and providers of adult learning. The project deliverers will engage with SMEs, using social media channels, the Growth Hub, brokerage into existing networks and other appropriate methods, to help them engage better, in nearly all respects, with the learning and skills system better enabling them to meet their current and future skills needs.</p> <p>The project will deliver at least 300 measurable “projects” completed by SMEs which increase employer engagement; and/or the number of people progressing into or within skills provision. The number of people progressing into or within skills provision as a result of these projects is forecast to be 900, with 450 progressing from level 1 to level 2 and another 450 moving from level 2 to level 3.</p>				Conditions of Approval	<p>a) Securing ESF funding</p> <p>b) Finalising the Monitoring and Evaluation Plan</p>

Record of Approval

WECA S151 Officer		WECA Committee	
Name	Malcolm Coe	Date of Meeting	19 July 2019
Date	9 July 2019	Decision	
Signature			

Appendix 4 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Research and Innovation Challenge Fund (RICF)	Strategic Case	<p>Market failure is well addressed, and the strategic fit with the emerging Local Industrial Strategy, European Structural and Investment Fund (ESIF) strategy and the South West England and South East Wales Science and Innovation Audit is clear</p> <p>Suitable SMEs will be identified by utilising networks including the Growth Hub, SETSquared, Local Authorities and Bath's 'Business Acceleration Hubs'. The RICF will target the advanced engineering and digital sectors.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	WECA	State Aid	It is noted that grant funding beneficiaries are deemed 'economic undertakings' but that Article 28 Innovation Aid or 25 Research and Development Projects of GBER could apply, or otherwise owing to the value of the grants the de minimis threshold will be applied.	Approval Requested	Full Business Case

Date of Submission	4/6/19	Economic Case and Value for Money	Work by PWC has calculated that £1 of business investment creates £2.15-£2.25 of benefits within the WoE and £0.60-£0.95 to the rest of the UK. The RICF is enabling £2.075m of research and innovation spend which equates to a some £5.7m of benefits (£4.5m WoE and £1.2m more widely).	Grant Award	£241,698
Funding Requested	£241,698 (£203k Staffing, £39k Technical/ Procurement Support)		As an alternative approach, application of the AMORE model with reference to the advanced engineering and digital engineering sectors has estimated, with caveats, that the RICF could create up to 14 new jobs and up to £1 million additional GVA. The cost per SME supported is £45k based upon the ERDF, Investment Fund and SETsquared match. The project also targets 4 research collaborations, 6 new to the market products and 12 new to the firm products. A letter has been provided by the Head of Business and Skills which confirms the project represents good value for money in the use of public resources.		
Total Scheme Cost	£ 2,460,175 (with grant spend £16k 19/20, £63k 20/21, £93k 21/22 and £70k 22/23)	Risk	A risk register is provided which identifies 9 risks. Whilst adequate at this stage the risk register should be expanded, and detail added around the more specific risks as the project moves to the delivery phase. There is no specific allocation for risk or contingency within the project costs.	Grant Recipient	WECA
Match Funding %	90%	Delivery	The project seeks £943k through the European Regional Development Fund (ERDF) which will lever £1.245m of SME match funding through the grant awards. The deadline for submitting the ESF bid is 15 July and the funding decision is expected to be known in September 2019. The governance arrangements remain to be finalised.	Payment Basis	N/A

		Confirmation has been provided that the £30k of SETsquared match funding is in place. The project will be delivered over three years, starting in January 2020 and completing December in 2022. A detailed programme has been provided which appears robust and achievable.		
Scheme Description			Recommendation to Joint Committee	Approval subject to conditions
The Research & Innovation Challenge Fund (RICF) will award approximately 34 small, medium and large grants to Small and Medium Sized Enterprises (SMEs) in the West of England LEP area to undertake research and innovation activities, leading to more SMEs carrying out innovative activities resulting in new products and processes being introduced to market, further research collaborations and high value job creation. The RICF will align closely with the emerging Local Industrial Strategy's innovation theme.			Conditions of Approval	a) Securing ERDF funding

Record of Approval

WECA S151 Officer		WECA Committee	
Name	Malcolm Coe	Date of Meeting	19 July 2019
Date	9 July 2019	Decision	
Signature			

WEST OF ENGLAND JOINT COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

INTEGRATED TICKETING – FUTURE WORK

Purpose

The report updates members on the proposed next stages of the Integrated Ticketing project.

Summary

This report includes the following key information:

- * Background on the West of England vision for Smart and Integrated Ticketing /Payments, developed in 2016, and included in the report as an appendix.
- * The current aims of the integrated ticketing project and the positive steps taken so far relating to cashless payments through Travelwest travelcard, Firstbus M ticket app and on-bus card readers.
- * Steps being taken nationally to develop an integrated ticketing offer across modes.
- * The delivery approach.
- * Details of the current phase 1 requirements and timescales.

Recommendation

Members of the Joint Committee are asked to endorse the proposed next stages of the Integrated Ticketing project.

Contact officer: Jason Humm

Position: Head of Transport

Email: Jason.Humm@westofengland-ca.gov.uk

REPORT TO: WECA COMMITTEE & WEST OF ENGLAND JOINT COMMITTEE

DATE: 19 July 2019

REPORT TITLE: INTEGRATED TICKETING – FUTURE WORK

DIRECTOR: DAVID CARTER

AUTHOR: JASON HUMM

Purpose of Report

WECA Committee

- 1.1 To update WECA members on the proposed next stages of the Integrated Ticketing project.
- 1.2 To ask the Committee to note the proposed initial drawdown of £300k to progress with the phase 1 officer support / potential external consultancy support, and delegate approval of the detail of the award through a Feasibility and Development Funding Application to the WECA Chief Executive in consultation with the West of England Chief Executives.
- 1.3 To seek agreement for the WECA S73 officer to lease equipment to small bus operators at less than market rate as set out in the contactless upgrade Full Business Case and subject to state aid regulation compliance.

Joint Committee

- 1.4 To ask the Joint Committee to endorse the proposed next stages of the Integrated Ticketing project.

2. Background

2.1 The bus is a significant public transport mode in the West of England. The West of England partner authorities have held longstanding aspirations to develop smarter payments and integrated ticketing in the area as part of increasing the attractiveness, and removing barriers to, public transport and supporting the wider goals to grow the market; increase patronage; and reduce congestion.

2.2 The West of England vision for Smart and Integrated Ticketing/Payments, developed in 2016, set out:

- A unified smart payment and ticketing platform across all modes of public transport in the West of England area in order to provide a simple and consistent experience for all public transport users.
- A customer focussed system under a single brand with best value fare and pay as you go (PAYG) travel using the latest contactless and mobile technologies.

The West of England smart ticketing 2016 vision document is attached at Appendix 1.

2.3 The vision for a single smart ticketing solution across the region has been referenced in West of England Combined Authority (WECA) development agreement.

2.4 Positive initial work has already been undertaken with the introduction and growing usage of the Travelwest Travel card and the introduction of Firstbus M Ticket App and the commitment to smart / integrated ticketing has been re-iterated throughout the Draft Joint Local Transport Plan 4 (JLTP4). In addition, there is currently the ability to make cashless payments on First buses with the driver discussing with the passenger regarding the required fare. Smart ticketing is identified as a specific outcome necessary to successfully deliver the plan; increasing public transport mode share and supporting the wider goals to grow the market; increase patronage; and reduce congestion.

2.5 The increased maturity of the mobile and contactless payment industries, as well as the new powers available to local authorities through the Bus Services Act 2017 and to WECA as a result of devolution, have created the opportunity to develop customer focused ticketing and payment solutions similar to those available in London.

2.6 In addition to new powers – further opportunities to deliver the vision are available as a result of:

- The technology to deliver common payment and smart/mobile ticket reading functionality, whilst expensive, is now well established
- Transport for the North (TfN), Transport for the West Midlands, and the Welsh Government are working to specify and develop a contactless bank best fare and account based system (effectively a tap in, tap out payment by credit card across multiple modes) which could offer opportunities for partnership working
- First (and the other big 5 bus operators nationally) see 'best value' systems as the future (trials of operator specific solutions are expected in 2019)
- The DfT have recently consulted on the potential to expand rail Pay as You Go nationally in 2020. They are currently analysing the feedback.

2.7 In order to deliver the smart / integrated ticketing vision it was identified that the core building blocks of standardised technology (on bus ticket machines/readers) and a centralised/unified purchasing offer (effectively a common ticket, retail website and mobile app) are required across the area. Projects to establish a common base for contactless payments on bus and develop longer term delivery plans are able to be progressed immediately - and are vital stepping stones in delivering the vision.

Alignment with other work

2.8 The smart / integrated ticketing project is one of three interlinked projects which underpin the regions approach to improving bus services;

- Bus Strategy;
- Bus Infrastructure improvements; and
- Smart / Integrated ticketing

2.9 The bus infrastructure report on this agenda provides further detail of the planned approach to establishing a bus programme aligned with regional priority and outcomes identified in the draft JLTP.

3. Delivery Approach

3.1 The large growth in the availability of smart phones and development of contactless payments have transformed the wider retail sector and are driving changes in fare payments. This has already begun to move the sector away from on bus cash payments.

3.2 This change is happening at pace. For example:

- The UK's major bus operators have committed to enabling contactless payments on all buses by 2022 but there remain questions about the payment models and technology that this would involve.
- Transport for the North (TfN), supported by the DfT are positioned in a lead role to deliver a fully integrated bus, light and heavy rail ticketing system across their region, but the scale of the projects is considerable creating a range of implementation challenges.
- Other bodies such as the Welsh Government and Midlands Connect are also aiming to create integrated ticketing systems which could offer 'lighter' alternatives to the TfN approach.
- Transport for West Midlands (TfWM) have also developed a programme looking to introduce integrated ticketing in time for the 2022 Commonwealth Games.
- Mobile ticketing is normally restricted to one operator and few advances have been made in integrating different operators.
- Attempts to define common standards for data, protocols and hardware in addition to ITSO (integrated transport smartcard organisation- the non-profit membership organisation of smart ticketing) are still at a very early stage.

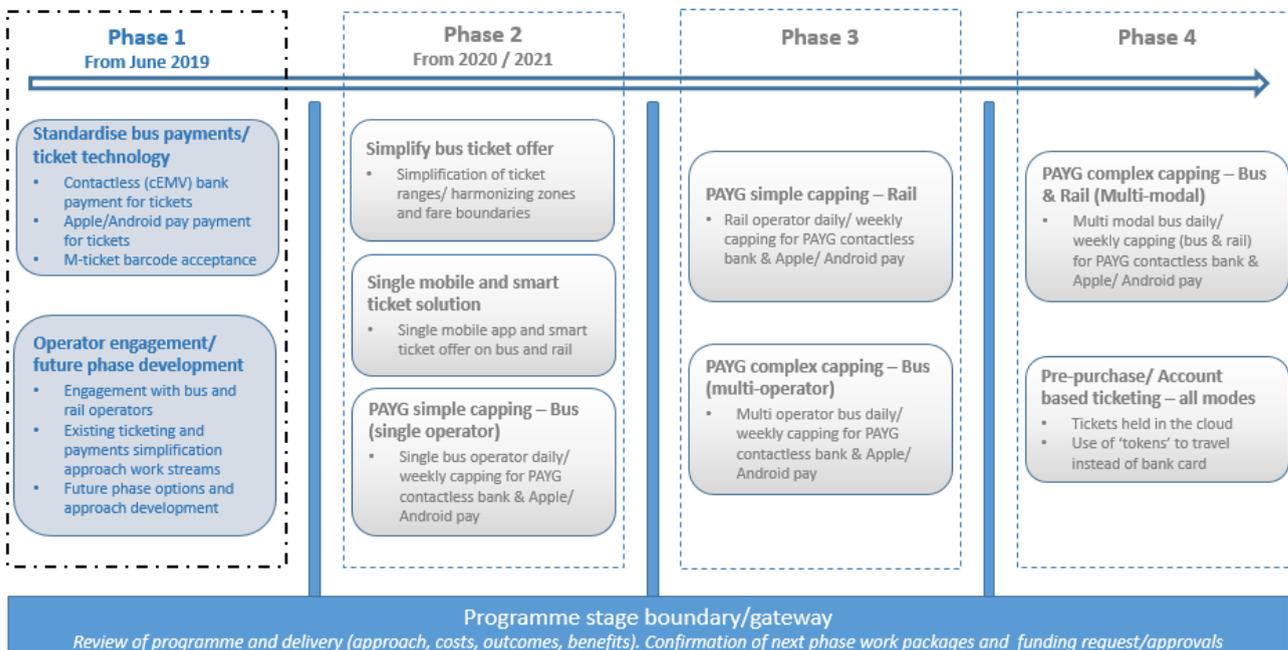
3.3 An agile approach to delivery in the West of England is therefore proposed. The completion of each project and phase will need to be incremental and iterative to allow an opportunity to develop, review and refine projects based on changes in technology and learning from elsewhere.

Project Governance and High-level programme

3.4 WECA will lead the project with a Smarter Payments and Integrated Ticketing Board established to oversee programme and individual project delivery. This will include North Somerset and will rely on significant engagement with operators.

3.5 The below high-level programme plan outlines the likely phases of delivery.

Smarter payments and ticketing roadmap



Note: timings for phase 3 and 4 are dependent upon agreements that would need to be reached with bus and rail operators and are therefore harder to predict. These are also likely to be informed by progress of other ticketing systems nationally (such as TFN and TfWM). Phases 3 and 4 are likely to form a longer-term project of 2-5yrs beyond phase 2.

3.6 The phases of the programme are structured in such a way to enable establishment and development of the most appropriate solutions based on the most suitable and up to date technology – as well as enabling the West of England to benefit from the outcomes of the DfT funded ticketing smart ticketing projects led by Transport for the North and Transport for the West Midlands

3.7 Phase 1 delivery:

Phase 1 projects have been identified that can be progressed with the aim of:

- A. Supporting smaller bus operators to be able to replace ageing equipment and introduce contactless bank card payment technology through upgrading on bus ticket machines.

This would provide a standard technology for bus payments and ticketing in order to support the current payment and barcode ticketing (100% of bus operators in the area being able to accept standardised contactless bank payments and barcode tickets).

Without support to assist in upgrading bus ticketing equipment, the majority of bus operators will continue to use existing equipment. Whilst this equipment meets basic standards, it does not deliver a smart / integrated ticketing solution across the region, limiting the ability of achieving the draft JLTP4 outcomes.

A Full Business case for the equipment replacement project has been developed and is reported elsewhere on the WECA committee agenda (item 15).

- B. Continue engagement with all stakeholders (bus/ rail/ ferry/ public sector) to define and develop the future payments and ticketing offer and the approach to deliver this (to enable deliverable projects to be defined and developed for the subsequent phases). Engagement of specialist consultancy advice as necessary to support the development of technical elements as proposals are developed.

3.8 North Somerset Council are actively involved in phase 1 of the project and are providing £40k to support the purchase and implementation of ticket machines for smaller operators, operating within the North Somerset Council area. This contribution is alongside the £418k contribution from WECA for smaller operators within the WECA area. In addition, the long-term proposal is to deliver an integrated ticketing offer which is scalable across modes, operators and areas and as such North Somerset Council will be involved in project discussions to ensure that a consistent and scalable approach for the West of England region is considered from the outset.

Timescales and resources

3.8 The below draft schedule details the key activities and timeline for delivering the proposed Phase 1 projects:

PHASE 1		2019/20				2020/21			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Standardise on bus payments/ticket technology								
1.1	Develop agreements (lease/hire and framework call off)								
1.2	Ticket machines orders placed (as agreements signed)								
1.3	Ticket machines install (including setup and migration support)								
1.4	Go live testing and support								
1.5	All participating operators live (cEMV and barcode capability)								
1.6	Project Closure								
2	Operator engagement/ future phase development								
2.1	Bus operator engagement								
2.1.1	Operator discussions (ticket and PAYG technology)								
2.1.2	Operator discussions (harmonise/simplify ticket range)								
2.1.3	Technical options and delivery pathway development								
2.1.4	Report on outcome of discussions and technical/delivery options								
2.2	Rail operator engagement								
2.2.1	Operator discussions								
2.2.2	GWR rail franchise award								
2.2.3	Technical options and integration into national PAYG plans								
2.2.4	Report on outcome of discussions and technical/delivery options								
3	Phase 1 boundary/ gateway review								
3.1	Carry out stage boundary/gateway and next phase review								
3.2	Sign off to proceed with next phase identified projects								

3.9 The West of England smart / integrated ticketing project was historically led by South Gloucestershire Council on behalf of the Region. As part of the transition to WECA, the relevant officers will be seconded into WECA and continue to support the project.

3.10 Given the nature and scope of the technology requirements for the project, it is anticipated that the project needs to procure support from consultants to provide recommendations on technology options to progress the project and anticipated project costs.

4. Consultation

4.1 The ongoing development of the project will require considerable stakeholder engagement over the anticipated term of the project, with consideration given to the membership of a working group to ensure that on-bus technology is acceptable to operators.

5. Other Options Considered

5.1 Smart / integrated ticketing within the region is a central pillar to the identified strategic approach within the draft JLTP. A do-nothing approach would leave a significant portion of the JLTP requirements underdeveloped and unable to be progressed.

5.2 In addition, the approach underpins transport mitigations in support of the Joint Spatial Plan, providing reassurance to stakeholders as part of the Joint Spatial Plan Examination in Public, that projects are being taken towards longer-term delivery.

6. Risk Management/Assessment

6.1 Risks exist in relation to a do-nothing approach and the effect this will have on restricting development and growth as well as the impact that the lack of forward planning could have on the confidence around the delivery of the Joint Local Transport Plan and Joint

Spatial Plan. A risk log for Phase 1 is included within the Full Business Case.

- 6.2 Risks exist in relation to understanding how a solution developed for different markets in TfN or TfWM could be applied in the West of England.

7. Public Sector Equality Duties

- 7.1 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 7.2 The Act explains that having due regard for advancing equality involves:
- Removing or minimizing disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 7.3 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 7.4 An Equality Impact Assessment and a Health Impact Assessment has been undertaken as part of Environment Report for the new JLTP4.

8. Finance Implications, including economic impact assessment where appropriate

- 8.1 The prioritisation report on this agenda (item 15) provides provisional funding allocations for identified projects. The smart / integrated ticketing project has been included with a funding allocation of £0.75m.
- 8.2 A Full Business Case has been created for the Phase 1 element to support bus operators in standardising payment / ticket technology seeking £418k from the Investment Fund. This is reported as part of the prioritisation report on the WECA committee agenda.
- 8.3 An initial sum of £300k is requested to fund:
- Officer support to establish operator engagement,
 - Officer support to develop the future phases,
 - Officer support to manage the initial phase of the project; and
 - Engage specialist consultant support if necessary.

This will be drawn down through the completion and approval of a Feasibility and Development Funding Application.

- 8.4 As part of the project it is proposed to offer the use of WECA purchased ticket machines to smaller operators in order to increase the provision of cashless payments across all of the bus fleet operating in the West of England. Typically, smaller operators and those contracted to provide supported bus services have been unable to justify the upfront purchase of this equipment and are unable to lease the equipment at full market value. It is therefore proposed to offer lease

arrangements to these operators at less than market value in order to secure the take up of this equipment, subject to state aid compliance. The proposed details are contained within the Ticket machine purchase business case and have been reviewed by WECA finance officers.

Advice given by: Malcom Coe, Director of Finance

9. Legal Implications

9.1 There are no legal implications identified resulting from the proposed progression of the wider Integrated Ticketing project.

9.2 As identified in recommendation 1.3, equipment purchased as part of the project, is proposed to equip smaller bus operators with ticket reader machines. These will be installed by, leased and maintained by smaller operators for a period of 5 years at which point the asset will be returned to WECA. The precise arrangement for the lease agreement will need to be drawn up by officers in consultation with Legal and leases would then be entered into by the S73 Officer on behalf of WECA. Any arrangement will be state aid compliant

Advice given by: Shahzia Daya, Director of Legal

10. Land/Property Implications

None arising from this report. Land/property implications arising from the overall project or individual elements / schemes will be managed through their respective design processes.

11. Human Resources Implications

11.1 Initially it is anticipated that a senior project manager would be appointed to lead the projects. This will require a level of seniority and mix of skills consistent with the complexity of the project. The current lead officer for the project will be seconded into WECA for the duration of the project. This will be funded from the £300k that is being requested in this report.

11.2 Further project support will be required over Phase 1 however this will be developed as part of the tender award process over the term of the project as resourcing needs become clearer.

Advice given by: Alex Holly, Head of HR

12. WECA COMMITTEE RECOMMENDATIONS:

12.1 The Committee is asked to endorse the outline programme and approve the formation of a programme/projects board.

12.2 The Committee is asked to note the proposed initial draw down of £300k to progress with the phase 1 officer support / potential external consultancy support and delegate approval of the detail of the award through a Feasibility and Development Funding Application to the WECA Chief Executive in consultation with the West of England Chief Executives

12.3 The committee is asked to give authority for the WECA S73 officer to lease equipment to small bus operators at less than market rate as set out in the contactless upgrade Full Business Case subject to state aid regulation compliance

JOINT COMMITTEE RECOMMENDATION:

12.4 The Joint Committee is asked to endorse the proposed next stages of the Integrated Ticketing project.

Appendices

Appendix 1 West of England 2016 Smart and integrated ticketing vision, powers, and delivery pathway report

Background papers:

West of England draft Joint Local Transport Plan 4, WECA committee 18th January 2019

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

Smartcard Programme Board 8th July 2016

Smart and integrated ticketing vision, powers, and delivery pathway report

Executive summary

Initial workshop activities have enabled the development of both a draft high level vision for smart and integrated ticketing as well as a pathway to delivery - utilising powers and funding available through the Bus Services Bill and the potential devolution deal.

The delivery pathway is based on a three stage approach:

- Phase 1 Quick wins** (deliverable with current systems but require operator commitment)
- Phase 2 Simplify existing ticketing** (negotiated with operators using the ‘stick’ of new powers)
- Phase 3 Enhanced ticketing/technology refresh** (use of new powers; governance; and systems to delivery ‘Oyster’ style ticketing)

It is recommended that the Board:

- 1. Reviews and comments on the high level vision (refining the vision)**
- 2. Reviews and comments on the proposed powers/control statement**
- 3. Endorses the proposal to seek funding provision within the proposed devolution deal to deliver the vision**

1. Introduction

- 1.1 The West of England Partner authorities have held long standing aspirations to develop smart and integrated ticketing in the area as part of increasing the attractiveness, and removing barriers to, public transport and supporting the wider goal to grow the market; increase patronage; and reduce congestion.
- 1.2 In early 2016 it became clear that the landscape, in terms of technology; customer requirements; and the willingness for the authorities to take a greater role in delivery through new powers and funding opportunities, had changed due to the current approach of small scale projects and operators own commercial initiatives not delivering the integrated and customer centric outcome that was desired.
- 1.3 In May 2016 a workshop was held with officers from the four authorities, as well as the West of England Office, to begin work on:
 - a) Developing a high level customer centric vision for smart and integrated ticketing
 - b) Identifying high level requirements for, and approaches to, technology in order to support this vision
 - c) Identifying key areas where additional powers may be required to deliver both the vision and the technical requirements, should a partnership approach fail to do so, to inform current devolution ‘ask’ activities.

Notes from the workshop are included as **Appendix 2**

2. A vision for smart and integrated ticketing

2.1 The workshop identified key concepts under the three areas of Customer Experience and Technology as an Enabler which are summarised below:

Customer Experience

<ul style="list-style-type: none"> • Simplicity • Consistent Experience • Choice • Best Value 	<ul style="list-style-type: none"> • <u>Single branding</u> • Easy to communicate • Information • Wider than transport
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Technology as an Enabler

<ul style="list-style-type: none"> • One customer front end • One piece of technology will not suit everyone • Exploit technology that customers already have 	<ul style="list-style-type: none"> • Consistency of technology and performance • Customer accounts – back office does the work
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2.2 Based on the above the below draft vision statement has been developed:

Smart and Integrated Ticketing Vision
A unified smart payments and ticketing platform across all modes of public transport in the West of England area in order to provide a simple and consistent experience for all public transport users. We will deliver a customer focused system under a single brand with best value fare and pay as you go travel using the latest contactless and mobile technologies.

2.3 It should be noted that the workshop participants identified a clear need to better understand our customer needs and how they access public transport, to refine the vision in order to develop a detailed strategy and delivery plan.

3. Powers and Controls

3.1 The workshop identified key areas of power and control which would need to be addressed to guarantee successful delivery of the customer experience and technology vision. These areas/powers are summarised below:

Powers & Control

<ul style="list-style-type: none"> • Ability to create consistency across all public transport • Creation of a single offering for customers 	<ul style="list-style-type: none"> • Mandate common payment systems and methods • Common ticket rules and possibly a single ticketing scheme
--	--

3.2 Based on the workshop session the below draft statement of powers and controls has been developed:

Smart ticketing objectives
In order to deliver the vision of smart and integrated ticketing West of England authorities shall:
 - *Introduce a single brand, unified back office and common customer interfaces for smart ticketing*

- Simplify and harmonise ticket ranges across the area
- Deliver a common customer experience through introducing standard single ticket machine to be used on all buses
- Deliver common cashless payment and ticketing systems accepted on all buses in the area and for local rail. This will initially be based on an electronic purse stored on a smartcard before including other payment mechanisms and/or technologies
- Introduce best value fare and capping, through smart payments/ticketing

3.3 The matrix of powers available following introduction of the Bus Services Bill (see Appendix 1, page **Error! Bookmark not defined.**) indicate that delivery of the objectives described above will be greatly facilitated through the new **Enhanced Partnerships**. The West of England Mayoral Combined Authority (MCA) currently proposes that powers to franchise bus services be granted. These powers may be necessary to deliver non-ticketing objectives of the MCA; but also, where agreement to deliver the above ticketing objectives through EPs cannot be reached. As can be seen from the matrix of powers, franchising powers exceed those required for ticketing through Enhanced Partnerships.

3.4 Were the MCA to wish to set individual operator fare structures, this could only be achieved through franchising of services.

4. Delivery Approach

4.1 Development of the strategies and delivery plans will take time to complete and new powers/partnership working structures/funding sources from the bus bill and potential devolution deal will not be available until 2018. The West of England have however already invested in existing smart ticketing systems which, through negotiations with operators, could deliver quick wins over the next 12 to 18 months.

4.2 Phased Approach

It is proposed that a three stage approach be adopted in order to maximise the potential of existing systems and tickets already in place and deliver new systems and functionality in a staged approach over the next three to five years.

Phase 1: Quick wins

- Build on existing ITSO smartcards creating a universal smartcard e-purse accepted on all buses
- Attractive and simplified multi-operator ticketing

Phase 2: Simplifying existing ticketing

- Harmonised rules for area boundaries, consistent entitlement, and stages
- Expand e-purse and ticketing delivered in phase 1 to local rail (where and if possible)

**Expansion to local rail at this stage would likely be limited to specific lines/routes and be based on handheld validators. Gated stations are not included.*

Phase 3: Enhanced ticketing/technology refresh

- Common ticket and retail website and mobile app

- Standardise on-bus ticket machines
- Single customer account for all local bus
- Automatic correct fare calculation (record boarding and alighting)
- Fare capping / best fare calculation

Details of the proposed delivery phases and timeline are included in **Appendix 1**.

4.3 Funding

To achieve the vision the Authorities will be taking on a much greater role in ticketing than it has done in the past and therefore both capital and ongoing revenue funding will have to be committed (for both system setup/ development and ongoing management and administration of the common platform/brand).

Cost estimates for programme

Year	1 - 2	2	3	4	5	Total
Phase	1	2	3			
Capital cost (£k)	50	50	3100	100	100	3400
Revenue cost (£k)	50	50	100	250	250	700

**Note: the above cost estimates do not include costs associated with the setup of banking back office systems as it is assumed that a central system will be available through ITSO or another party (TfL/ TfGM/ big 5 bus operators)*

4.4 It is recommended that budget be ring-fenced in the proposed devolution deal to deliver Phases 2 and 3 as well as the ongoing revenue costs

4.5 A funding source for the initial Phase will need to be identified and allocated

5. Next Steps

1. Refine the vision and endorse
2. Refine/develop the activities/scope and cost estimates
3. Refine 'powers' statement to meet devolution process requirements
4. Confirm funding approaches for all phases
5. Engage with Enhanced Partnership strategy development task and finish group to define the bus strategy project (resources not yet identified)

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WEST OF ENGLAND JOINT COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

EMPLOYMENT & SKILLS PLAN

Purpose

To provide an overview of the Employment and Skills Plan and the process that has taken place to support its development, and to seek approval of the Plan.

Summary

This report includes the following key information:

- * The proposed vision and objectives as set out in the Employment and Skills Plan.
- * The 10 initial actions that have been developed to help the region deliver on the vision and objectives in the plan.
- * The governance arrangements that will be put in place to support delivery of the plan, specifically the development of our regional Skills Advisory Panel.
- * Details of the partners that have played a central role in developing the detail of the plan.
- * The public engagement process that has taken place to inform the plan.

Recommendation

Members of the Joint Committee are asked to approve the Employment & Skills Plan

Contact officer: Stephen Bashford

Position: Head of Business and Skills

Email: Stephen.Bashford@westofengland-ca.gov.uk

REPORT TO: WEST OF ENGLAND JOINT COMMITTEE

DATE: 19 JULY 2019

REPORT TITLE: EMPLOYMENT AND SKILLS PLAN

DIRECTOR: STEPHEN BASHFORD, HEAD OF BUSINESS & SKILLS

AUTHOR: RACHEL PYKETT

Purpose of Report

- 1 This report:
- Provides an overview of the draft West of England Employment and Skills Plan.
 - Sets out the process that has been undertaken to develop the Plan.
 - Provides a summary of outcomes of recent public engagement on the Plan.

Recommendation

- Joint Committee is asked to approve the Employment and Skills Plan.

Background / Issues for Consideration

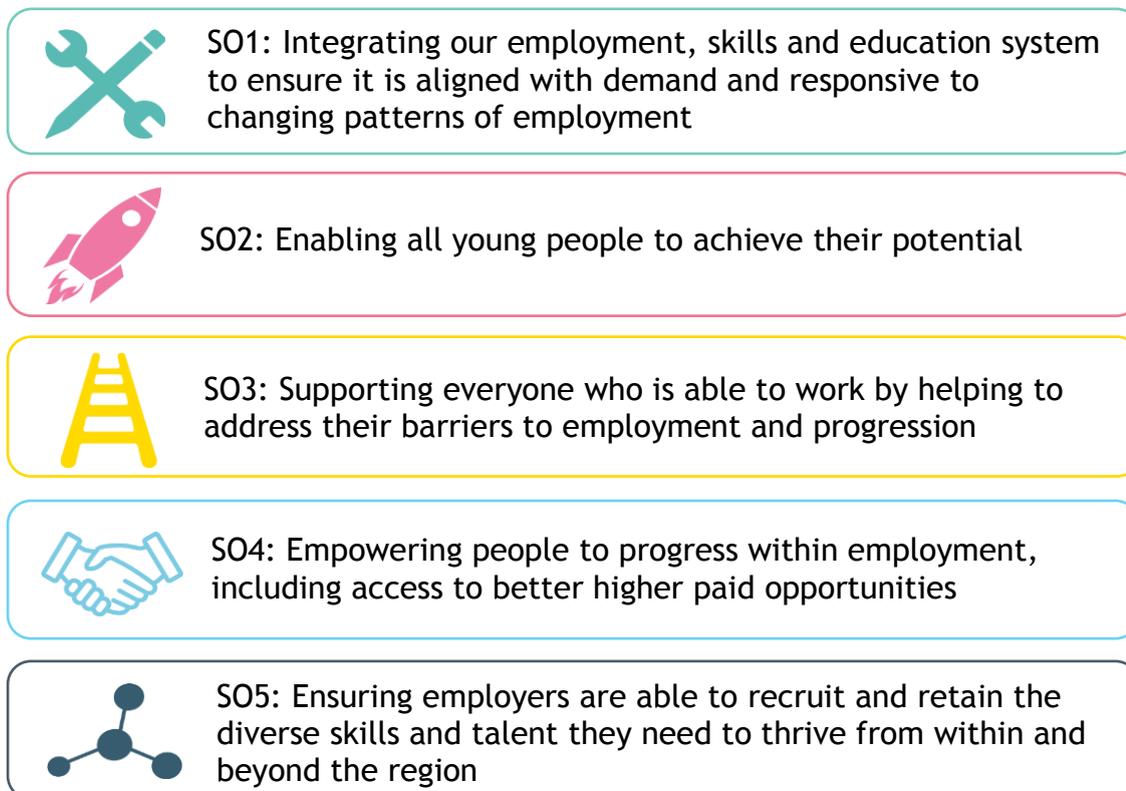
- 2 The development of a regional employment and skills plan was agreed as a priority in the WECA Business Plan. Delivery of appropriate employment and skills interventions also emerged as one of the key conclusions from the Local Industrial Strategy (LIS) evidence base.
- 2.1 The Plan therefore forms a key component of the LIS, ensuring our residents and businesses have access to the right support to enable them to contribute to and benefit from regional growth.
- 2.3 The Plan provides an over-arching framework to help shape the development of employment and skills activities across the region. It sets a collective vision and shared objectives for delivery, reform and investment, acting to influence and catalyse action from both local and national partners where priorities align. These are set out at Figure 1.

Figure 1: Employment and Skills Plan vision and strategic objectives

Vision

“By 2036, the West of England will be internationally recognised for its sustainable, inclusive and diverse economy, providing a high quality of life, prosperity and opportunities for all its residents. Our people will be skilled, healthy and able to access pathways of opportunity to achieve their potential. Our businesses will play an active role in shaping employment and skills provision across the region and they will be able to find the skills and talent they need to innovate, add greater value and thrive”

Strategic Objectives



- 2.4 The Plan has been built on a detailed understanding of our regional strengths and challenges, which are summarised in the plan and set out in greater detail in the supporting evidence base report.
- 2.5 The Plan includes initial proposals for taking forward our priorities in an action plan. This action plan will remain a living, breathing plan, able to respond to emerging opportunities and innovative proposals as they come forward. This is set out in the draft Employment and Skills Plan.
- 2.6 As highlighted in the Plan, there will be collective responsibility for delivering and resourcing actions identified. It is anticipated that actions will be funded through a variety of potential funding streams including any remaining European funds/successor programmes, the West of England Investment Fund, national delivery, devolved resources

and local resources. Whilst every effort has been made to identify potential funding streams to deliver the plan, as a long-term plan, other funding streams will emerge over time.

- 2.7 The Plan highlights that the Skills Advisory Panel (SAP) the region will shortly establish will provide expert oversight and direction to this work, providing skills advice to the LEP, Combined Authority and Joint Committee to support decision making.
- 2.8 The strategy has been developed by a range of partners across the region, representing a collective vision to underpin the decisions we take together to enhance employment and skills provision across the region.
- 2.9 The Plan builds on our collective experience, highlighting a range of existing employment and skills related activity both within the region and beyond that is having positive impact and that we should look to build on as we implement our regional plan. The actions above build on the firm foundations we have in the region.

Consultation

- 3 As highlighted in section 2 of this report, the Employment and Skills Plan has been developed in collaboration with a wide range of partners and stakeholders across the region. Through the development process, consultation has taken place with:
 - The four Unitary Authorities across the region
 - The Local Enterprise Partnership Board
 - The regional FE Principals Group
 - The regional Skills Advisory Board
 - The Civil Society Partnership
 - A Skills Expert Group that was established to enable partners from across the groups detailed above (and more broadly – including our universities) to come together to help shape the plan.

Feedback from each of these groups has helped shape the draft plan.

- 3.1 The draft plan has been shared publicly, ensuring views from people across the region have been captured during the plan development process. The draft was available online between 6th and 26th June. During this time the Plan was viewed 777 times and was viewed over 3,500 times via Twitter and LinkedIn. Details of the Plan were included in a number of WECA newsletters, which were opened over 400 times.
- 3.2 An online questionnaire was published alongside the plan. This received 21 responses (with 3 further responses received via email). Respondents to the survey were broadly positive. Almost all respondents stated they agreed or strongly agreed with the priorities, vision, objectives and proposed actions set out in the plan.¹

¹ 20 respondents agreed or strongly agreed with the plan's priorities, 19 with the vision, 19 with the objectives and 18 with the proposed actions.

3.3 Those who responded to the survey made a number of suggestions about developing the plan. Comments fell within a number of common themes, which are set out in the table below, along with detail on how these views will be reflected in the implementation of the plan.

Figure 2: Themes emerging from public engagement

Theme of comments	Response
Revisions to the Vision and Strategic Objectives	A number of minor revisions to the vision and SO's have been made to reflect views expressed during the engagement process
Suggestion for sector specific emphasis in relation to individual proposed actions	The plan does not take a sector focus. The requirements of different sectors will be considered in implementation planning
Strengthen emphasis on the needs of specific cohorts underrepresented in the labour market	A number of further priority groups have been highlighted in the plan, building on those included in the draft consulted on
Demonstrate how this Plan links to other strategies	A new section has been added to the plan, reflecting links between this plan and broader strategies in place across the region
Suggestion of greater emphasis on the spatial distribution of interventions, to address particular issues	The plan references the need to focus on the needs of individual communities. The detail of this will be develop through implementation planning
Greater recognition of the role of independent training providers	The role of independent training providers, along with a range of other providers, will be important in developing the plan, they will be important partners in implementation planning
Emphasis of the need for careers advice throughout all activity in the plan	Additional references to careers advice have been included in the plan, emphasising the lifelong nature of this activity
Support for specific successful projects	The potential to support existing projects will be considered through implementation planning

3.3 The Skills Expert Group met for a final time on 24th June to review the draft plan. Final revisions were discussed to strengthen the emphasis and focus of the drafting. The Expert Group agreed to add an additional action to the plan, ensuring there was a specific focus on

lifelong reskilling and retraining, reflecting the changing nature of the labour market where multiple careers over an individual's working life are becoming more common.

- 3.4 The draft plan attached reflects feedback that has been received throughout the drafting and development process.

Other Options Considered

- 4 The Employment and Skills Plan was a recommendation of the WECA Business Plan signed off by Committee. No other options have been considered.

Risk Management/Assessment

- 5 Risks associated with this plan will be in relation to the individual actions detailed. Risks will cover areas such as securing appropriate investment, engaging participants in individual programmes associated with the plan, and ensuring timely and high quality delivery of services.
- 5.1 Specific risks and proposed mitigating action will be identified as delivery plans for individual actions set out in the Employment and Skills Plan are developed.

Public Sector Equality Duties

- 6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 6.1 The Act explains that having due regard for advancing equality involves:
- Removing or minimizing disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 6.3 Evidence that has informed the Employment and Skills Plan has identified specific demographic groups and communities where action is required encourage participation. As

delivery plans are developed, we will continue to ensure we continue to focus on this issue.

Finance Implications, including economic impact assessment where appropriate

- 7 There are no direct financial implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future financial decisions will be taken. The financial implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: Malcolm Coe, Director of Investment and Corporate Services, WECA

Legal Implications

- 8 There are no direct legal implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future decisions will be taken. The legal implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: Shahzia Daya, Director Legal Services, WECA

Land/Property Implications

- 9 There are no direct land or property implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future decisions will be taken. The land and property implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: David Carter, Director of Infrastructure, WECA

Human Resources Implications

- 10 There are no direct HR implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future decisions will be taken. The HR implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: Alex Holly, Head of People and Assets, WECA

Appendices:

Appendices to the report are:

Appendix 1 – The Draft Employment and Skills Plan

Appendix 2 – The evidence base report underpinning the plan: https://www.westofengland-ca.gov.uk/wp-content/uploads/2019/06/190320-Employment-and-Skills-Plan-Evidence-Base-June-2019-FINAL_compressed.pdf

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

EMPLOYMENT & SKILLS PLAN



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Executive summary

This document sets out a long-term Employment and Skills Plan for the West of England. It draws on evidence of our regional strengths, opportunities and challenges and highlights the steps we will take to ensure the West of England continues to deliver the employment and skills opportunities that will enable people, communities and the region as a whole to thrive.

Strategic ambition and objectives

At the heart of our plan is our vision for employment and skills within the West of England area, as set out below:

“By 2036, the West of England will be internationally recognised for its sustainable, inclusive and diverse economy, providing a high quality of life, prosperity and opportunities for all its residents. Our people will be skilled, healthy and able to access pathways of opportunity to achieve their potential. Our businesses will play an active role in shaping employment and skills provision across the region and they will be able to find the skills and talent they need to innovate, add greater value and thrive”

To deliver on our vision, the region, will pursue five strategic objectives.



SO1: Integrating our employment, skills and education system to ensure it is aligned with demand and responsive to changing patterns of employment



SO2: Enabling all young people to achieve their potential



SO3: Supporting everyone who is able to work by helping to address their barriers to employment and progression



SO4: Empowering people to progress within employment, including access to better higher paid opportunities



SO5: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

Strategic actions

The table below sets out our strategic actions, many of which cut across more than one objective.

Strategic activities	SO1	SO2	SO3	SO4	SO5
1. Work towards a more integrated regional skills function To include intelligence, evidence based commissioning, co-ordination of provision and informed decision-making	✓	✓	✓	✓	✓
2. Co-design activities which challenge and support our schools to improve outcomes and raise aspiration among young people		✓			
3. Enhance careers education, advice and guidance through expansion of the Careers Hub model By co-designing a world class careers advice service that adds value to and complements the current CEC offer	✓	✓			✓
4. Secure investment for a community grant scheme for projects targeting local need or specific hard to reach groups	✓		✓	✓	
5. Infrastructure to connect people to employment and skills opportunities Align plans to ensure employment and skills opportunities are supported by infrastructure that links people to opportunities	✓	✓	✓	✓	✓
6. Support effective retraining opportunities across the region, ensuring residents and businesses are well-prepared for a changing labour market			✓	✓	✓
7. Develop Future Bright Plus Build on successful parts of programme and expand remit based on mid-term evaluation	✓		✓	✓	✓
8. Further development/re-boot of the Apprenticeship Hub Focusing on brokerage (people and businesses) to maximise uptake and linked to the Growth Hub	✓	✓	✓	✓	✓
9. Adult Education Budget Commissioning Strategy Align commissioning strategy to the vision and objectives of the Employment and Skills Plan	✓	✓	✓	✓	✓
10. Develop initiatives to help employers plan for skills e.g through development of anchor institutions network, Workforce for the Future and Enhanced Growth Hub offer	✓	✓	✓	✓	✓
11. Supporting key growth sectors and innovation 'ecosystem' i.e. through Global Centre of Innovation Excellence, Institute of Technology, Digital Skills	✓	✓	✓	✓	✓

Understanding where we are now

This plan responds to a comprehensive review of the evidence about how our region currently performs, where we have strengths, and where we have challenges to address. The evidence base highlights a number of key issues which have informed our plans:

- Strong demand for high level skills - reflecting strong knowledge intensive sectors
- The increasingly digitally enabled employment and skills landscape that will continue to reshape the labour market within the region
- Skills gaps (lack proficiency in existing staff) are higher amongst lower skilled occupations
- Awareness and use of apprenticeships is low, despite opportunity to address shortages
- Our education pipeline is under-performing with educational achievement below average in both primary and secondary schools
- Significantly fewer young people from our area go on to study at a higher level
- The proportion of 16-17 year olds who are Not in Education, Employment or Training is higher than average
- Attainment and engagement in education amongst our disadvantaged children (including those with SEND and care leavers) is also significantly below average
- There remain 128,500 adults without a level 2 qualification
- There remain 47,800 people not in work who would like to be and there are significant inequalities in employment with disabled people, ethnic minorities and people with low skills less likely to be employed
- Low pay is an issue for 19% of the workforce, particularly those without qualifications

How we will develop on this plan

A plan for each of the actions detailed in this document will be developed, ensuring we have clear delivery plans for each of the priorities we have identified. Alongside this, we will establish our regional Skills Advisory Panel, which will provide expert oversight and direction to this work and providing skills advice to the LEP and Combined Authority to support decision making.

This is a plan for the whole region, achieving the objectives set out in this document will rely on partners working together effectively to realise the potential of the people and places of the region.

Delivering on our regional vision

This plan is one of the building blocks that will help the West of England deliver on our vision to drive clean and inclusive growth across the region.

The strategic objectives and actions set out in the Employment and Skills Plan are a coordinated set of activities. Individual actions will have impact across a range of our objectives and many will have significant interdependencies with one another. The Skills Advisory Panel that will play a significant role in overseeing the work to implement this plan will pay close attention to these interdependencies as the impact of the plan is monitored.

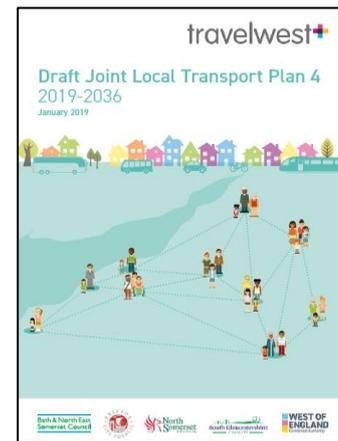
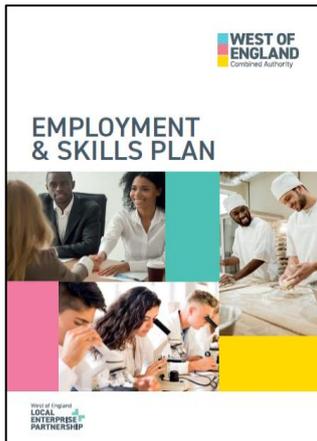
Our Employment and Skills Plan sits alongside a number of other regional strategies which, together, are delivering the framework through which decisions about the future of our region are being made.

Our Joint Spatial Plan sets out how the region will develop the housing, employment and infrastructure sites needed to help the region grow.

Our Joint Local Transport Plan sets out sets a vision to connect people and places, supporting sustainable and inclusive economic growth.

Our forthcoming Local Industrial Strategy sets out how the region will drive regional productivity though supporting residents to access opportunities, supporting businesses to adapt and grow, harnessing the research and commercial opportunity of innovative ideas, and ensuring we have the infrastructure needed to drive productivity growth. The links between our regional strategies, and those of a wide range of local partners (including health plans, strategies developed by local authorities across the region and those of skills providers), are well understood and the region is clear that we are delivering the ambition set within these documents as part of a single vision.

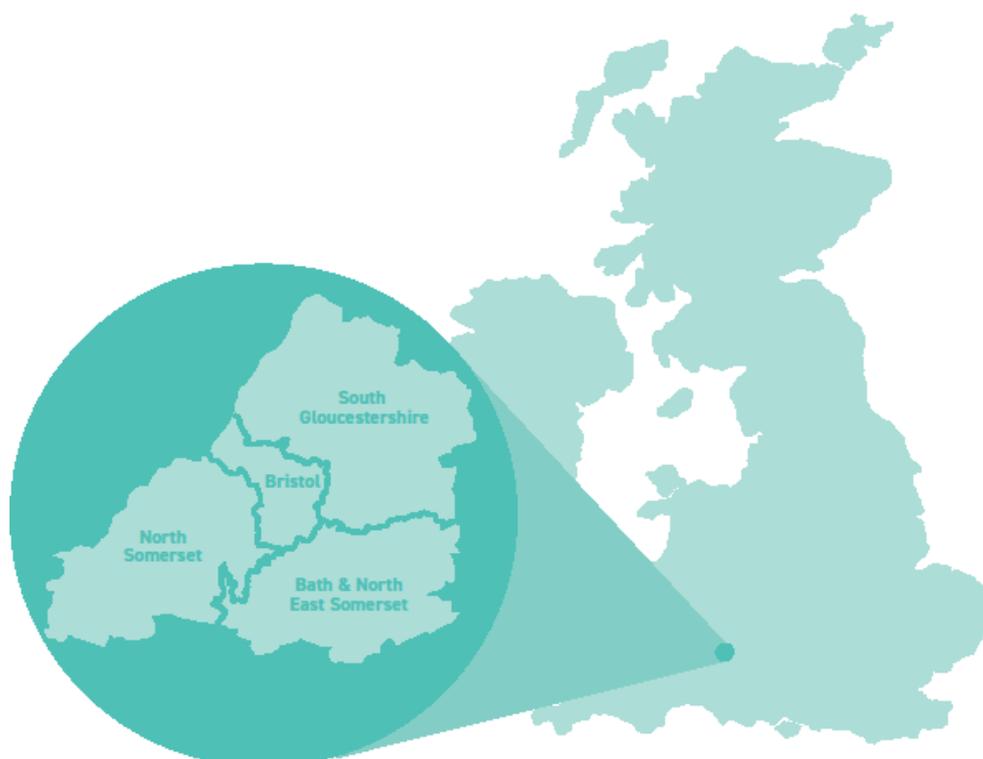
Alignment of regional plans



Introduction

This document sets out a long-term Employment and Skills Plan for the West of England. It is a key component of our Local Industrial Strategy (LIS) and aligns with our existing regional infrastructure plans. It recognises that without a focus on developing the skills and opportunities of our people, our ability to deliver on the ambitions of our Local Industrial Strategy will be compromised.

The Plan covers the four unitary authority areas of the West of England Local Enterprise Partnership (LEP) area - Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire.



The Plan provides an over-arching framework to help shape the development of employment and skills activities across the region. It sets a collective vision and shared priorities for delivery, reform and investment, acting to influence and catalyse action from both local and national partners where priorities align.

The Plan includes initial proposals for taking forward our priorities in an action plan. This action plan will remain a living, breathing plan, able to respond to emerging opportunities and innovative proposals as they come forward.

There will be collective responsibility for delivering and resourcing actions identified in the Plan. It is anticipated that actions will be funded through a variety of potential funding streams including any remaining European funds/successor programmes, the West of England Investment Fund, national delivery, devolved resources and local resources. Whilst every effort has been made to identify potential funding streams to deliver the plan, as a long-term plan, other funding streams will emerge over time.

The strategy has been developed by a range of partners across the region and is informed by a clear and robust evidence base.

Context

Across the West of England we have an ambition to drive clean and inclusive growth. We want to ensure people can contribute to and benefit from the opportunities growth brings; and we are focused on helping grow our economy in ways that protect the climate and environment upon which we and future generations depend.

This plan contributes to that ambition, ensuring we are supporting the people, communities, and businesses of the region to thrive; and ensuring we are developing the skills that will enhance our capacity to grow our economy in ways that also protects our environment.

The West of England Employment and Skills Plan sits alongside, and is a key component of our Local Industrial Strategy (LIS). It recognises the distinctive strengths of our people and the places across the region.

This plan also sits alongside a range of broader strategic plans for our region, such as the Joint Spatial Plan (JSP) and Joint Local Transport Plan (JLTP). We have developed all of these plans in partnership across the region, setting a collective direction and agreeing specific priorities to help our region develop. There are clear interdependencies between these strategies and the range of broader services delivered across our region. By working together, we are aligning and sequencing investment in ways that will deliver on the collective priorities of our plans: maximising the impact of our work.

This plan builds on strong foundations. Across the West of England Combined Authority and Local Enterprise Partnership, devolution and collective decision making has enabled:

- ✓ investment to deliver infrastructure to boost economic growth (including our £900m investment fund)
- ✓ the development of employment and skill programmes that are helping people tackle the barriers they face to progression in work, and helping develop the skills that the employers across our region need (including our Future Bright pilot and the devolved Adult Education Budget)
- ✓ a new relationship with Government, working in collaboration to design services that meet the needs of our region (such as the development of our West of England Careers Hub)

These and other initiatives have brought new ways of working. Across local and with national partners we have co-designed projects to meet the needs of people in our area. However, there is more to do; the current support landscape is confusing, characterised short-term, insecure funding with duplication as well as gaps in support. By working more closely together, we aim to develop an increasingly integrated system that is evidence based, easy to access, shaped by integrated commissioning and investment decisions, involves our local communities and delivers effectively across the area. This Employment and Skills Plan is therefore essential to guiding the development of our new system, providing a once in a generational opportunity to address social inclusion and inequality across our area.

Understanding where we are now

Overview

The West of England has a strong economy on which to build. The area benefits from above average levels of productivity, low rates of unemployment, a highly skilled workforce, good rates of pay and high quality jobs. Whilst growth is expected to continue, with the Joint Spatial Plan supporting the delivery of 82,500 new jobs by 2036, productivity growth has plateaued in recent years. Although many are able to benefit from these opportunities, there remain challenges to ensure that all residents can benefit from the West of England's economic growth, in particular people from disadvantaged groups, who are currently less likely to benefit. Equally, from an employer's perspective, recruitment is starting to become a challenge, in particular at higher skills levels - therefore ensuring this does not become a break on growth is also important.

Summary of evidence

This part of the plan summarises the key findings from the evidence base to ensure our plan is grounded in an understanding of the issues facing the area. For full details, including sources, please see the separate evidence base document. This section also highlights some examples of regional activity which is already having an impact.

Growth and productivity

The West of England is an economically successful region, where businesses start, grow and thrive. Growth has exceeded the national average over the past 15 years and productivity is the highest of all the core cities. The region is a net contributor to the UK economy. However, productivity growth has levelled off since the financial crisis, posing a real threat to future prosperity of our residents.

Employer needs

The National Employer Skills Survey shows that employers in the West of England have **more vacancies and find it harder to recruit than the national average**, particularly for higher skilled occupations. Whilst 21% reported that they have **staff not fully proficient** (skills gaps) compared to 13% for England, 41% reported that they were **under-utilising staff** (compared to 34% for England), suggesting there is some mis-alignment of skills. However, whilst employers were more likely to be reporting **skills shortages in higher and mid-skilled occupations**, they were more likely to report **skills gaps (lack of proficiency within existing workforce) in service and labour intensive occupations** - highlighting the need to develop the skills required amongst people who work in these occupations as well as develop a pipeline of more highly skilled people. Of businesses identifying a need for skills in the next 12 months, the skills needs included basic skills, digital skills, operational skills as well as complex analytical skills. Local survey data found that the top 5 most important skills needed within a business were: communication, team working, customer service, problem solving and numeracy and analytical, although specific skills needs varied by sector and role.

Of those reporting skills gaps, 19% indicated that this had a major impact on their business. Whilst 74% have trained staff over the last 12 months (compared to 66% for England), only 39% had a budget for training. The most significant **barriers to providing more training were staff time away (57%) and lack of funds/expense (51%)**.

What is already being done - Case Study: Skills West

Skills West is a 'one stop' free, impartial skills advice service, offering solutions to the skills needs of local businesses. A team of experienced skills advisors provide:

- advice on new apprenticeship standards and funding, covering 90% of training costs
- help to identify skills and training needs
- advice on the best training solutions for your business
- access to relevant training providers
- guidance on how to attract and retain the best people
- advice on how to raise the profile of your employment opportunities

This service is a partnership between Business West, the Western Training Provider Network and local and national training providers. The project is funded through the European Social Fund and Education & Skills Funding Agency and commissioned by the West of England Local Enterprise Partnership.

Skills for innovation

The West of England benefits from an established *innovation cluster*, centred around growth in the high tech and digital sectors, cultural and creative industries, aerospace and advanced engineering and financial and business services. There are c.334,000 people employed in Knowledge Intensive Businesses and Services within the West of England accounting for 55% of employment. The area has benefited from both enterprise growth and significant inward investment in these areas from multi-nationals as well as companies relocating from London. Alongside this, the area's four universities are a key component of the cluster, supplying graduate level skills, developing knowledge content, investing in innovation facilities as well as collaborative ventures and spin outs. Boosting the *pipeline of specialist and generic high level skills is vital to sustaining the growth of this cluster*, in particular the mix of *Science, Technology, Arts, Engineering and Maths skills (STEAM)*.

Research also shows that the workforce in this knowledge intensive cluster lacks diversity, with women, ethnic minorities and disabled people under-represented, providing a clear opportunity to address the skills shortage highlighted.

Whilst use of apprenticeships is a recognised route into the engineering sectors, they are less commonly used in the other areas, with *low awareness and understanding of apprenticeships* amongst employers, suggesting this is an opportunity for further development. The introduction of T-levels and an increasing focus on technical skills, also presents an opportunity to address the demand for technical skills.

What is already being done - case study: Institutes of Technology

In April 2019, the Government announced that Weston College of Further and Higher Education would be one of 12 Institutes of Technology to be set up in England. Institutes of Technology will be:

'prestigious and high quality employer-led institution delivering higher level technical education with a clear route to high skilled employment IoTs will be a new type of institution, tailored to focus on the specific technical skills needs in their area. They will be created through innovative collaborations between employers and FE and HE providers; harnessing the teaching expertise of HE and FE, research expertise of HE, and industry knowledge and expertise from employers.'

Future skills

Globalisation, technological progress and demographic change are having a profound impact on labour markets, affecting both the quantity and quality of jobs that are available, as well as how and by whom they are carried out. Research by the OECD, suggests that across OECD countries:

- *Orders of industrial robots have tripped over the last decade* and are projected to increase rapidly
- The *risk of automation is real, nearly half of all jobs will be transformed with technology*, with 14% of jobs completed automated and 32% changing significantly. However, whilst technological progress will make some occupations obsolete, it also creates new jobs
- However, *many adults do not have the right skills for emerging jobs*, with 6 out of 10 adults lacking basic ICT skills or having no computer expertise
- The share of highly -skilled jobs has increased by 25% over the last 2 decades and whilst low skilled jobs have also increased, *the share of middle-skilled jobs has decreased*
- Adult benefitting from training are currently more likely to be high skilled, in jobs with a low risk of automation and in full time employment. The OECD recommends that *adult training should be better targeted at those with low skills, in jobs with a higher risk of automation and whose employment status is less secure*

Occupations

25% of employed people work in ‘professional’ occupations, followed by ‘associate professional and technical’ occupations (16.5%). *Employment in these higher level occupations has grown significantly since 2004*, following global trends. Over the same time period, there are fewer people working in ‘administrative and secretarial’ occupations (7.9%), ‘sales and customer service’ occupations (7%) and ‘Process, plant and machine operatives’ (5.4%). There remain *significant gender differences by occupation*, with *fewer women working as ‘managers, directors and senior officials’*, ‘skilled trades’, or ‘plant, process or machine operatives’ and fewer men working in ‘administrative and secretarial roles’ and ‘caring, leisure and other service’ occupations. There were also different occupational profiles by ethnicity, with *fewer people from ethnic minorities employed in ‘associate professional and technical’ occupations and more in ‘caring leisure and other occupations’*.

What is already being done - Stepping Up

The Stepping Up programme aims to unlock potential and develop talent while ensuring a fair representation of BAME, disabled people and women in positions of leadership. In its first year, Stepping Up recruited over 40 participants and secured engagement from over 50 partner organisations. The interim evaluation highlighted early success, with 50% of participants securing promotion and 20% applying to become magistrates. From 2019, with bursary support from WECA, the scope has been extended to include people with other protected characteristics (women, Disabled people, LGBT+, etc.) and to cover the entire West of England region

Nature of employment

73.1% of people work full time, compared to 75.1% in England. Full time working is lowest in B&NES and North Somerset. It is particularly low amongst women (55.9%) and in particular older women (46.9%). **Whilst part time working provides increased flexibility, many part time roles tend to be lower paid and in lower paid sectors.**

5.6% are in **non-permanent employment**, which is slightly higher than the average for England at 4.6%. Whilst for some, working part time and in zero hours contracts suits their personal circumstances, for others it is not a choice. Therefore **increasing the full time, permanent opportunities or quality of part time opportunities would help provide people with increased security and incomes.**

The **median hourly workplace pay is slightly higher** in the West of England than the England averages, across both part time and full time jobs and by gender, a positive position. However, as is the case nationally, the data also reveals **inequalities between PT/FT workers and male/female wages.** Workplace pay is lowest in North Somerset. In terms of residential wages, people living in South Gloucestershire were paid the lowest. **Despite the higher than average pay, in absolute terms, c.100,000 jobs are paid below the real living wage (as defined by the Living Wage Foundation) (19%).** National research by the Joseph Rowntree Foundation found that jobs that are low paid and insecure, do not offer a stepping stone to a better job, but trap people in poverty, with 5/6 people in low paid work failing to escape low pay over 10 years.

What is already being done - case study: Future Bright



Future Bright is a £4m regional initiative funded by the DWP to help people across the Combined Authority area to develop their skills, increase their income and progress their career. Future Bright offers participants a 3-6 month programme of support to increase confidence, practical advice to help overcome barriers, tailored skills and training and funding for training or career development costs. As well as supporting individuals, the programme works alongside employers to help businesses and employees realise their full potential. The programme is managed by the West of England Combined Authority and delivered by Bristol, B&NES and South Gloucestershire Councils. Whilst it is due to close in 2020, partners were keen to learn from progress so far and see the existing scheme extended beyond 2020 and potentially cover a broader cohort of people.

Population

The population of the West of England is **growing faster than the England average.** Crucially, this includes **growth in working age cohorts**, but this is driven by growth in Bristol, which is the only authority area where growth in the working age population outstrips the aging population. The **65+ population is expected to grow by 24%** between 2017-2030 and with an increasing retirement age, **supporting older workers** who need or wish to remain in work will become increasingly important. Research by AgeUK found that older workers are both more likely to be made redundant than their younger colleagues and once unemployed, are unemployed for longer.¹

¹ [AgeUK, Older Workers At High Redundancy Risk](#)

Migration, both internal and international is an important element of this growth, but with long term international migration falling, the ***West of England may not be able to rely on international workers to the same extent as previously.*** As well as economic migrants, parts of the West of England are increasingly diverse. For example in Bristol there are now at least 45 religions, at least 187 countries of birth and at least 91 main languages spoken and recent data on school pupils shows that the % of pupils who are not ‘White British’ has increased from 31% in 2011 to 37% in 2018. Many migrants, including ***refugees and asylum seekers, require ESOL and other support to overcome barriers to work and social integration.***

Health

The ***health of people in the West of England varies considerably*** across the region and between the most and least deprived areas. On average, people in South Gloucestershire and B&NES have higher life expectancy than the national average, people in North Somerset are similar to the national average and men in Bristol have a lower life expectancy. ***Bristol performs below the England average for a large number of health indicators. All four unitary areas show health inequalities,*** where there is a difference in life expectancy between the most and least deprived wards. For women, the gap is smallest in Bath and North East Somerset at 3.7 years and largest in North Somerset at 7.9 years. For men, the gap is smallest in South Gloucestershire at 6.2 years and largest in North Somerset at 9.9 years. Research by Public Health England shows that ill-health amongst people of working ages is both costly for business and the economy.

Evidence shows that ***people with long term illnesses and disabilities are more likely to be unemployed or inactive than their peers who are not.*** In addition, over 11,000 individuals are claiming a carer’s allowance, of which $\frac{3}{4}$ were women. ***Being a carer can limit the amount of time someone can undertake payed work,*** impacting on their personal income. Research by Public Health England shows that improving the health of the workforce can improve productivity and reduce staff turnover. The research highlights that with 24% of sickness absences nationally caused by musculoskeletal conditions and 11% by mental health issues, including work-related stress, there is scope to reduce these absences by introducing workplace interventions.

What is already being done - case study: Get Well, Get On

Get Well, Get on, provides support to people who are in work, at risk of falling out of work and who are on sick leave but are still employed with mental ill health and/or muscular skeletal conditions. **Get well, Get on,** is part of a wider ‘**Thrive Bristol**’ initiative to create a whole city approach to mental health and well-being.

Deprivation

Deprivation levels vary across the area, with 16% of Local Super Output Areas in Bristol falling into the most deprived 10% in England, 6.7% in North Somerset and 1% in B&NES. South Gloucestershire does not have any LSOAs falling within the most deprived in England. Overall, local authorities are also ranked from the most deprived to the least deprived. On this basis, Bristol falls into the lower quartile of local authorities, North Somerset, the 3rd quartile and South Gloucestershire and B&NES fall into the top quartile (i.e. least deprived authorities).

What is already being done - case study: Workzone Plus

The employment and economy programme is a two year project starting in March 2018. The project will expand on learning from the delivery of the Work Zone pilot to develop a new innovative employment and enterprise project tailored to Horfield and Lockleaze. This will plug gaps in local provision and develop a service that reflects the needs of the community. The project uses S.106 funds to support employment, training and enterprise outcomes among 375 residents.

Unemployment and inactivity

Whilst the *unemployment rate is better than the England average*, in absolute terms, there remain **20,500 people currently unemployed (16-64)**. The unemployment rate is higher amongst 16-24 year olds, young men, disabled people, people from ethnic minority communities, people with low skills levels, learning difficulties and people from Bristol. As of April 2019, 13,995 people (16+) were claiming unemployment related benefits and at ward level the claimant rate varies, *demonstrating geographical pockets of unemployment*. At the same time, there are 133,000 16-64 year olds that are economically inactive - a high proportion of which are retired, students or not involved in the labour market out of choice. However, *approximately 27,300 'want a job'*. Of the inactive population, 26,700 were inactive due to long term illness. Rates of inactivity increased amongst the two groups at both ends of the age spectrum (the young: 16-19 year olds, 20-24 year and older people: 50-64 year olds and 65+). Bringing together those who are unemployed and those who are inactive but want to work means *there are approx. 47,800 people wanting to work*. Our experience of supporting individuals back to work tells us that many *people experience complex barriers to work* including housing, mental health, drug and alcohol problems, debt, health, childcare, transport, etc. and therefore support programmes must take this into account.

The Joint Local Transport Plan highlights that there are *limitations to public transport connectivity*, with gaps in the commercial bus network, including links to deprived areas and employment sites - *creating barriers to employment for individuals and skills shortages for employers*.

What is already being done - case study: West of England Works

The West of England Works project is an exciting partnership which aims to help unemployed and economically inactive people in the West of England find employment. Led by Weston College, the partnership includes a range of voluntary and community organisations based in Bristol, North Somerset, South Gloucestershire, and Bath and North East Somerset. It will support at least 1537 young people and adults into gaining employment through a community-based support programme. Between them the partners have specialist skills in working with those from a BME background, NEETS, carers, ex-offenders, those with disabilities or long term health issues and those with a history of substance misuse. The project is part of the Building Better Opportunities programme, and has received £6 million of funding from the Big Lottery Fund and the European Social Fund.

Qualifications

Overall the working age population in the West of England is well qualified, with 46% having an NVQ level 4 or above qualification, compared to 39% for England. However, whilst the West of England has a lower proportion without an NVQ level 2 qualification, **in absolute terms, there are 133,000 people without a level 2**. The evidence indicates that whilst the West of England is successful in attracting highly skilled individuals into the area, it is less successful at producing its own highly skilled people - resulting in inequalities as research shows that people without a level 2, are more likely to be trapped in low skilled/low paid employment or unemployment. The proportion of people without a Level 2 is significantly **higher amongst 50-64 year olds and slightly higher among men**, reflecting national trends. Skills levels were lowest in B&NES.

What is already being done - case study: Adult Education Budget

Devolution of the Adult Education Budget from 2019/2020 will provide an opportunity to vary criteria for funding adult skills to reflect the needs of our area, rather than national priorities

What is already being done - case study: Encouraging residents to return to learning. South Gloucestershire Community Learning as part of Learning Communities West

Community Learning is a valuable service in South Gloucestershire, encouraging residents to develop their knowledge and return to learning in local easy to access venues. The diverse and inclusive range of learners who attend a wide variety of courses benefit from well qualified tutors who are supportive and the mix of learner ages also encourages peer to peer support within classes. The service provides accredited courses as part of the offer along with other social courses to develop learners' skills, improve mental health and well-being and build the confidence to progress further in life and work. A family learning offer is also included which provides opportunities for parents to develop their own skills to help their children at school. South Gloucestershire Community Learning worked with over 900 learners in the academic year 2017/8.

There are community learning services and offers in venues across the West of England area offering similar programmes. The service is funded through sources such as AEB and courses are mostly free for residents who are 19+ with qualifications below level 2.

Schools

Educational attainment in schools (as measured at KS2, KS4 and KS5) is slightly below the national average for all young people (except in B&NES), but **significantly below the national average for disadvantaged children** (at all three stages). At GCSE, performance in English is lower than the national average in all districts except North Somerset, whilst for maths, performance was lower than the national average in Bristol, and South Gloucestershire. Attainment matters, as research by the CBI in 2017 found that **educational attainment at 16 is the single most important driver of productivity differences across the UK**, reflecting the fact that young people coming through the education system are the future workforce and young people without qualifications are more likely to be trapped in low skill/low wage employment.

What is already being done - case study: educational partnerships

Across all four unitary authorities, educational partnerships have been established to support improvements in schools and other education providers through collaboration and partnership working.

Careers advice

Research by the Careers and Enterprise Company has found that 55/90 of our schools and colleges were using the Gatsby Benchmarks in 2017/2018. The West of England had an Average benchmark of 2.462, just higher than the National average of 2.457. Overall, the West of England is ranked 19th of the 38 LEPs by performance on Gatsby Benchmarks.

What is already being done - case study: Careers Enterprise Company provision



Connecting young people with the world of work

In 2018, the West of England LEP area was selected by the Careers and Enterprise Company to participate in a national pilot of *Careers Hubs*. Our *Careers Hub* works with 25 schools and colleges from across the area to ensure schools and colleges are supported to improve careers opportunities and work experiences for young people. Our *Careers Hub* is part of a broader *Enterprise Advisor Network*, co-funded by the Careers and Enterprise Company to work with schools to build career plans and make connections to local employers through a team of volunteer 'Enterprise Advisors' from the business community. Whilst we value the *Careers Hub* and *Enterprise Advisor Network*, early feedback indicates that the service needs to be extended to reach more schools and provide schools with support for direct delivery.

More broadly, young people leaving education at KS5 in the West of England were ***much less likely to go to higher education provision or top 1/3 higher education institutions***. Research by the Office for students shows that there is a very local geographical dimension to this, with some areas having some of the highest rates of participation in the country and some the lowest. These areas with low participation have been targeted by the NCOP initiatives to improve participation (see below).

Approximately 80,000 students study in the West of England's four universities (excluding any studying higher education courses in the area's FE colleges), attracting talent from across the UK and the world. These findings, suggest that West of England's highly skilled workforce has been largely supplied by migration into the area, rather than grown from the indigenous population.

What is already being done - case study: National Collaborative Outreach Programme (NCOP)

NCOP brings together 29 partnerships of universities, colleges and other local partners to deliver outreach programmes to young people in years 9 to 13. Their work is focused on local areas where higher education participation is lower than might be expected given the GCSE results of the young people who live there. There are two NCOP partnerships in the West of England:

- **Future Quest**, which has taken a dual-programme approach designed to inspire, instil confidence, and develop young people's skills in preparation for higher education and
- The **Wessex Inspiration Network (WIN)** which is working directly with schools and colleges to engage with students. WIN higher education advisers are based in a number of partner institutions to facilitate an ongoing programme of activities, aimed at both students and parents, which demonstrate the benefits that can be gained from studying at higher education level.

Young people at risk of disengagement

Across the West of England, 6.6% of 16 and 17 year olds were Not in Education, Employment or Training (NEET), with *higher than average levels seen in in Bristol (8.8%) and North Somerset (6.1%)*. NEET levels were significantly higher for young people with *Special Educational Needs or Disabilities (SEND)* in Bristol (14%) and B&NES (10.9%). In 2018, there were 1,245 looked after children in the West of England area, 52% of which were from Bristol, which has a higher than average rate of looked after children. Approximately 37% of care leavers were NEET. National research has shown that the following groups are at greater risk of becoming NEET:

- Young parents
- Those permanently excluded or suspended from school
- Those who had not achieved 5+ A*-C GCSE grades
- Those who were eligible for Free School meals
- Those with a disability
- Those who had been NEET before
- Those supervised by a youth offending team
- Those with fewer than 3 months post 16 education
- Those with responsibilities as a carer

Studies have shown that time spent as NEET can have a detrimental effect on physical and mental health, and increase the likelihood of unemployment, low wages or low quality of work later on in life. However, preventing disengagement at an earlier age and before young people become NEET is often more effective.

What is already being done - case study: Achieving Aspirations Pilot

The achieving aspirations pilot in North Somerset aims to support care leavers into employment through specialist work and careers coaching. This includes recruitment of a dedicated employer engagement lead to support the programme. The programme aims to support 65 care leavers.

Adult skills

There were approximately 26,000 enrolments onto adult skills courses in 2017/18. Whilst females are more likely to enrol onto an Adult Education Course, in-year achievement rates are higher for males. The achievement gap between male and female learners is 4% for the West of England, with the largest gap in B&NES at 8%. 27% of learners were from BAME backgrounds, rising to 45% in Bristol. Whilst the evidence shows an achievement gap between white students and BAME students of 4%, this appears to be reducing, with overall in-year achievement rates increasing in both white and BAME groups.

In 2017/18 almost half the learning aims (47% in West of England) were started by learners that were not employed and were looking for work. Learners that were employed or self-employed and working a low numbers of hours were less likely to enrol for Adult Education than those working 20 hours or more a week. In 2017/18 half the learning aims were started by learners that either had no qualifications or were qualified or below level 2. With almost half the learning aims (46%) in the subject area 'Preparation for Life and Work'.

Apprenticeships

The overall number of enrolments onto apprenticeships has decreased over the past three years, potentially due to a lack of business awareness. Enrolments are the highest for level 2 qualifications but have decreased over the last 3 years; level 4 enrolments are increasing but remain the smallest proportion of enrolments. Achievement rate for the 2017/18 cohort is similar across all levels. The highest rate was for level 4+ apprenticeships (69%) and lowest for Level 2 (64%).

There are large variations in the gender split depending on the sector of the apprenticeship and it is recognised that more needs to be done to attract females into certain sectors. BAME learners make up 8% of all learners across the West of England, again there is a recognition that more needs to be done to attract individuals from a BAME background into apprenticeships, particularly in certain sectors.

In terms of apprenticeships to support innovation (i.e. in Science, and Mathematics, Engineering and Manufacturing Technologies and Information and Communication Technology) there were a total of 2,310 learners in 2017/18. These learners were predominately male (89%), except for science and maths where there were more female learners (78%), however it only has a small proportion of learners compared to the other sectors.

From an employer perspective, **64.9% of businesses in the West of England have not used apprenticeships in their businesses** and awareness of apprenticeship reforms, funding or new standards was also low.

What is already being done - case study: Apprenticeship Hub

Apprenticeship Hub West is an online hub that provides information about apprenticeships to employers, potential apprentices, parents and skills. This includes:

- Information about apprenticeships, including levels
- How to employ/become an apprentice
- The role of training providers
- The apprenticeship Levy
- Links to wider information, resources, advice and guidance
- News and live vacancies

What is already being done - Case Study: B&NES Social Value Act

Through the adoption of the Social Value Act in B&NES Councils procurement practices, it has been able to ensure a range of Targeted, Recruitment & Training (TR&T) opportunities have been delivered through its procurement and commissioning process. To date a range of high value procurement exercises have been able to deliver a range of outcomes including 2,000 training weeks for apprentices and traineeships being delivered on the Councils flagship regeneration scheme, Bath Quays North. TR&T outcomes are also delivered through the Council's development management process, through their S106 policies, where a range of work experience, apprenticeships and employment opportunities are delivered on development sites of over 10 residential dwellings and 10,000 sqft of commercial accommodation.

Conclusions and policy direction

There is a strong demand for skills and high level skills in particular, reflecting the large proportion of knowledge intensive businesses in the area. However, skills gaps (where existing staff lack proficiency) is higher amongst lower skilled occupations. Both skills shortages and gaps have an impact on the productivity and growth potential of our businesses, therefore the evidence points to **a need for interventions to a) develop the skills of people in lower skilled occupations and b) develop a pipeline of talent to supply our innovative, high skilled economy.** Employers have a key role to play in developing their workforce and whilst our employers are more likely to train their staff, there is still scope for improvement. Awareness and use of apprenticeships is low, despite their value in addressing skills shortages and skills gaps - indicating the **need for further interventions to boost apprenticeship take-up**, as well as increase diversity.

Our population is well qualified, with significantly more people qualified to degree level than the national average. However, our education pipeline is under-performing with educational achievement below average in both primary and secondary schools. **This points to a need for interventions to improve educational attainment for young people.** Significantly fewer young people from our area go on to study at a higher level and NEET levels are above average, suggesting **further work is required to raise aspirations and progression.** Attainment and engagement in education amongst our disadvantaged children (including those with SEND and care leavers) is also significantly below average - **suggesting that there needs to be a special focus on our most disadvantaged young people.** Amongst adults, there remain 128,500 people without a level 2 qualification, with implications for their employment prospects, life chances and productivity in work. Helping people to secure their **first level 2 qualification (in particular in Maths, English and digital skills) is therefore important for both productivity and social inclusion.**

Whilst our unemployment rate is lower than average, there remain 47,800 people not in work who would like to be. The evidence base shows there are significant **inequalities in employment** with disabled people, ethnic minorities and people with low skills less likely to be employed. Therefore, **interventions to help people overcome their barriers to employment and promote workforce diversity are therefore required.** Wages in the West of England are also better than average, however, **low pay is an issue for 19% of the workforce**, particularly those without qualifications, **indicating the need for interventions to help people progress in work.**

The SWOT analysis overleaf summarises the Strengths, Weaknesses, Opportunities and Threats facing the West of England area.

SWOT analysis

Strengths

Working age population growing, reflecting attractiveness of area
 Higher than average employment rate (79.1% vs 75.4%)
 Better than average wages and high value job opportunities
 Highly qualified workforce (48.9% qualified to L4+ vs 39% for England)
 Broad, diverse workforce
 High quality and diverse job opportunities from supportive business environment
 Employers more likely to train
 Four universities and HE provision within FE colleges
 Established innovation cluster
 Partnership working and local relationships
 Strong voluntary and community sector

Weaknesses

Some employers struggling to recruit and facing skills gaps
 47,800 people not currently in work who want to be
 Low pay an issue, particularly for part-time workers
 Wage and occupational inequality and in work mobility
 133,000 people without a L2 qualification
 Educational attainment in schools, particularly for disadvantaged children
 NEET levels in parts of the area and for SEND and Children in Care/Care Leavers
 Lower than average progression to Higher level learning
 Low awareness of apprenticeships
 Geographical inequalities and deprivation
 Variable quality careers advice
 Health inequalities and barriers to work
 Growing polarisation of work
 Under-utilisation of staff

SWOT

Opportunities

WECA control of the Adult Education Budget providing opportunity to influence skills provision
 Expansion of Future Bright providing opportunity for more people to benefit
 Range of high quality employment and skills provision providing opportunities to scale up, co-design and integrate
 Institute of Technology bid providing opportunity to address technical skills deficits
 Introduction of T-Levels providing opportunity to address technical skills deficits
 Development of Skills Advisory Panel providing opportunity to improve alignment between supply and demand challenges
 Anchor Institutions providing opportunity to utilise purchasing power and lead
 Combined Authority status providing opportunity to influence national policy
 Development of new interventions to create progression pathways
 Careers Hub and Enterprise Advisor Network established

Threats

Long term labour market trends, hollowing out middle of labour market
 Growing inequalities and poverty
 Exclusion acting as a drag on productivity
 International migration slowing
 Rising welfare costs and demands on the public purse
 Lack of community engagement with employment and skills services
 Plateauing productivity growth
 Ageing population and workforce a threat if insufficient support provided to help older workers remain part of the workforce

Strategic ambition

At the heart of our plan is our vision for employment and skills within the West of England area, as set out below:

“By 2036, the West of England will be internationally recognised for its sustainable, inclusive and diverse economy, providing a high quality of life, prosperity and opportunities for all its residents. Our people will be skilled, healthy and able to access pathways of opportunity to achieve their potential. Our businesses will play an active role in shaping employment and skills provision and will be able to find the skills and talent they need to innovate, add greater value and thrive”

Mission

The mission for the region is to:

Work together to build confidence, capacity and capability in our people, businesses and organisations, to help accelerate sustainable, inclusive growth in the West of England

Strategic objectives

To deliver on our vision, the region, will pursue five strategic objectives. Our objectives, set out below, have clear interdependencies and the action we take to deliver on each of them will have broader impact:



SO1: Integrating our employment, skills and education system to ensure it is aligned with demand and responsive to changing patterns of employment



SO2: Enabling all young people to achieve their potential



SO3: Supporting everyone who is able to work by helping to address their barriers to employment and progression?



SO4: Empowering people to progress within employment, including access to better higher paid opportunities



SO5: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

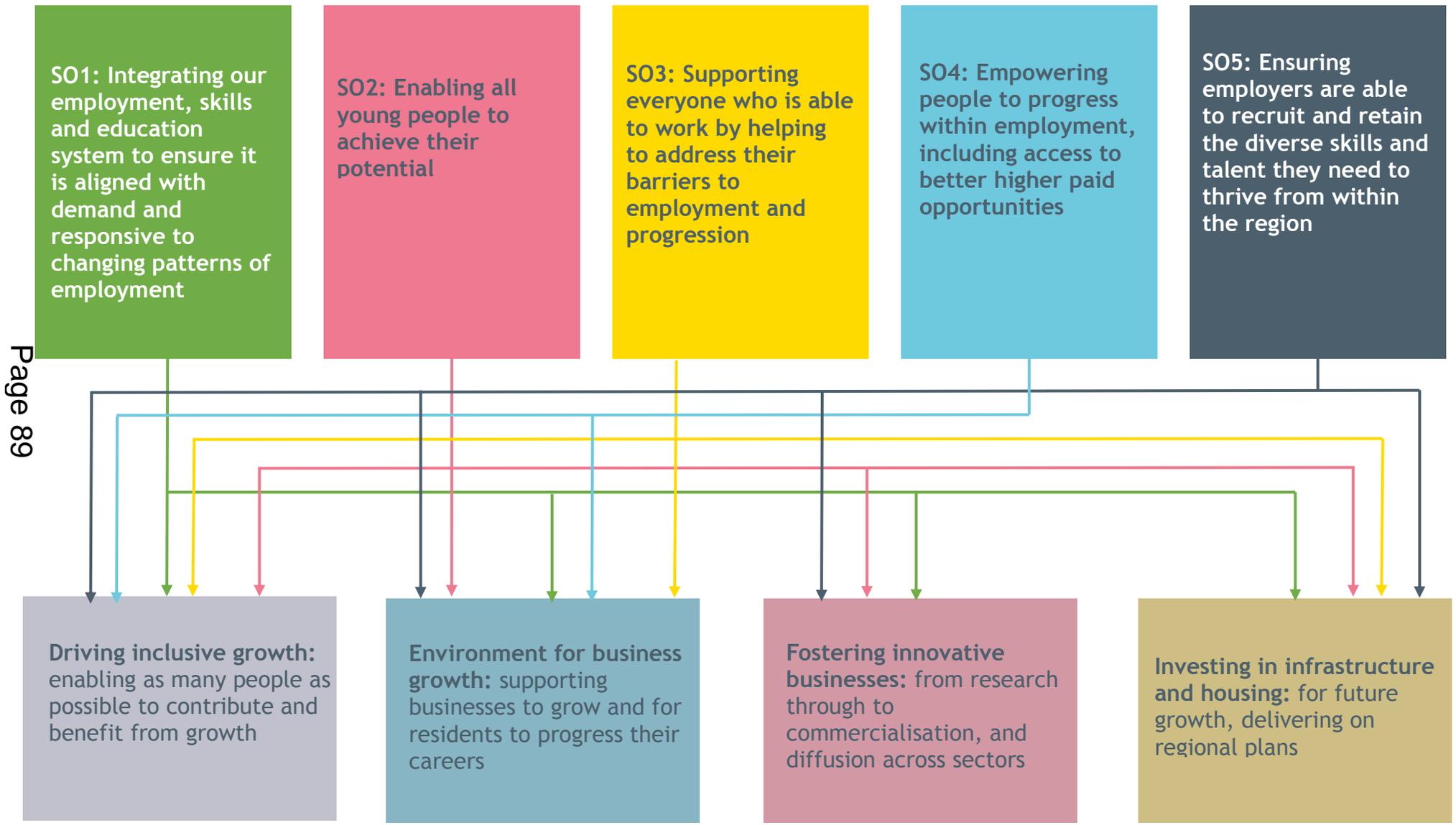
Aligning with emerging Local Industrial Strategy Priorities

The strategic objectives for our Employment and Skills plan align with the priorities that have emerged for our Local Industrial Strategy. This Plan should be seen as a key component of the LIS:

- Ensuring our region is developing the skills we need to deliver on our LIS ambitions, linking residents to opportunities and promoting **inclusive growth** in all that we do.
- Ensuring employers across the region are able to access the skills they need both now and in the future, **helping businesses grow**.
- Ensuring there is a strong talent pipeline of high skilled people able to contribute to continued growth in the high value specialised sectors that are a key part of our regional economy, **ensuring we remain a region where innovation flourishes**.
- Ensuring the region has the skills required to **deliver on our infrastructure ambitions** while also supporting clean growth. For example, through this plan, we will explore opportunities to promote **clean construction and retrofit skills** required to help drive clean growth opportunities across the region. Clean building methods are becoming an increasingly prevalent element of the architecture, design and building sectors. As a region, we need to develop the skills that will enable us to meet future regional needs. By focusing on this issue, we can lead the way in developing the skills and innovative design and building techniques that will have global reach.

As the diagram below shows, each area of this plan will enable progress in delivering our LIS ambitions.

Alignment of the West of England Employment and Skills Plan and Local Industrial Strategy



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Measuring success

We will measure success by monitoring progress against a range of outcomes. As set out below, we aim to drive improvements in educational attainment; increase the proportion of people gaining qualifications at all levels; support ability to progress in employment and increase wages; and support employers find the skills they need to grow.

We will monitor progress against these indicators and ensure all interventions developed as part of this plan are focused on delivering against these outcomes.

A broader range of indicators will also be monitored (set out in Appendix 2) to help us track the impact of our plan across the region.

Indicator	SO1	SO2	SO3	SO4	SO5
Increase the proportion of 16-18 year olds in education, employment or training (into EET)	✓	✓			
Increase the educational attainment among young people	✓	✓			✓
Increase the proportion of young people (KS5) progressing to any sustained education destination	✓	✓			✓
Increase the proportion of young people (KS5) progressing to higher education destinations	✓	✓			✓
Reduce the number of people who are unemployed or inactive but wish to work	✓		✓		
Significantly increase the proportion of people with Level 2+ qualifications	✓		✓	✓	✓
Increase the proportion of people with Level 3+ qualifications	✓		✓	✓	✓
Increase the proportion of people with Level 4+ qualifications	✓			✓	✓
Decrease the proportion of people earning less than the Living Wage	✓			✓	
Increase median earnings	✓		✓	✓	
Increase the proportion of employees supported by their employer to receive training	✓			✓	✓
Reduce the number of employers with Hard to Fill Vacancies	✓				✓
Significantly increase take up apprenticeships	✓	✓	✓	✓	✓
Increase GVA/hour worked	✓	✓	✓	✓	✓

We will monitor progress against these outcomes on an annual basis, as part of a broader monitoring and evaluation plan. This will include proposals to better understand and measure the impact of our interventions on the outcomes above.

Strategic objectives in detail

In this part of the plan we set out some more detail about our strategic objectives, why they are important, priority areas within these and what we plan to do next to achieve these objectives.



SO1: Integrating our employment, skills and education system to ensure it is aligned with demand and responsive to changing patterns of employment

Why is this important?

- Misalignment of supply and demand of current skills and employment landscape
- Technological and digital advances are expected to disrupt the world of work, our system must be responsive
- Funding and delivery models are fragmented, leading to duplication, gaps and confusion for learners and employers

Priority areas/groups:

- Identification of duplication, gaps and conflicts in the system
- Identify opportunities for freedoms and flexibilities to encourage greater impact
- Intelligence to align funding, strategic priorities and investment decisions
- Ensuring provision aligns with employer and employee needs
- Ensuring provision is intelligence led, informing national and regional decision making
- Ensuring provision is accessible and flexible to ensure optimum take-up and impact

What are we already doing?

We have good examples of intelligence led decision making and co-design of strategic responses that we can build on, including the development of our Future Bright programme, LEP investment in skills capital projects and the current development of our Adult Education commissioning model.

Our success in securing a devolution deal gives us the opportunity from 2019/20 to directly control how the Adult Education Budget is used in our area and our aspirations are to use this more effectively to target delivery where we need it the most, through evidence based commissioning. We are working across the region to bring together all AEB funded providers and other key stakeholders to share best practice, co-ordinate local planning, and provide opportunities for peer support and challenge.

We have strong partnerships in place that can be built on as we look to further integrate our work. For example, the western training provider network (WTPN) works closely with WECA, the four unitary authorities and other stakeholders to improve the skills system and accessibility of training and education programmes for the regions residents. Formed in

2004, members of the network include local and national independent training providers, local colleges, a university and training support businesses. Member organisations deliver the vast majority of all apprenticeships regionally, adult education budget skills programmes and other training initiatives. They meet regularly to share best practice as peers, put on events and recently took part in a European social fund programme aimed at improving the skills system. The network is an excellent example of competing education organisations working together to improve the skills system of the region.

What can we learn from others - case study: Leeds City Region Skills Network

The Leeds City Region Skills Network represents colleges, universities, private and voluntary sector skills providers from across the Leeds City Region. The partnership works together to meet the needs of employers and the city region economy and includes fourteen further education colleges, nine universities and numerous private and voluntary sector skills providers, delivering a wide range of training to suit employer needs. A key part of this unique collaboration is a signed commitment with the LEP to working together in the form of a Skills Partnership Agreement.

What are we going to do next?

Work towards a more integrated regional skills function able to support national and regional engagement including:

- A **Labour market Intelligence Function (LMI)** tasked with providing an assessment of current trends, forecasting of future need/opportunity (including by sector and occupation), and evaluating the impact of interventions to inform future commissioning and co-design
- An evidence based **commissioning function**, covering funding opportunities, including the Adult Education Budget
- An impartial **co-ordination function** to ensure alignment of provision (e.g. Post 16 places) investment (in skills capital and other areas) and decision-making

Linkages

The actions in this objective to develop a more integrated regional skills function will cut across and support all other strategic objectives.



S02: Enabling all young people to achieve their potential

Why is this important?

- Educational attainment at school age, especially for disadvantaged groups, is below average
- NEET levels are higher than average, especially amongst disadvantaged groups
- There is strong evidence that good school outcomes and careers information deliver lifelong impacts
- With expected growth in high skilled jobs in the area, our young people need the skills to be able to access these opportunities
- Progression to Higher Education is below average

Priority areas/groups:

- Improving educational attainment (age 5-18), particularly for disadvantaged groups
- Development of skills with a strong employability and enterprise link, with a focus on skills requirements of the future
- Preventing young people from becoming NEET
- Ensuring disadvantaged young people are supported to achieve their potential, including outcomes for young people with Special Educational Needs & Disabilities
- Raising aspirations of all young people and their parents through effective careers education advice and guidance
- Ensuring young people within the region have the opportunity to progress to Further and Higher Education as well as apprenticeship and technical routes to higher skilled jobs

What are we already doing?

The LEP and its partners have made progress in this area, with a number of key initiatives that we can build on at a local, regional and national level including:

- ✓ Learning/schools partnerships across our region
- ✓ Careers Hub and Enterprise Advisor Network (which includes dedicated resource focused on support for young people with Special Educational Needs and Disabilities)
- ✓ Projects providing young people with ‘experience of work’ at a local and regional level
- ✓ National Collaborative Outreach Programme (NCOP) projects promoting progression to higher education

- ✓ Local initiatives targeting particular disadvantaged groups including care leavers
- ✓ ESF projects targeting NEETs and those at risk of NEET
- ✓ Apprenticeship initiatives

However, there is limited integration between the various projects, with some duplication of services as well as gaps (geographically and thematically), creating confusion for young people, schools and the business community. Equally, short term funding opportunities create insecurity for providers and are led by the needs of the funder, rather than the end-user.

What can we learn from others - case study: North East LEP's Education Challenge

The 'Next Generation Learning' project is part of the North East LEP's Education Challenge, which aims to reduce the gap between the region's best and lowest performing secondary schools and improve social mobility in young people. The education challenge will support teachers, schools, governors and leaders to integrate careers learning into the curriculum to ensure those entering the workforce in the future have the skill level to support our diverse economy and are fully aware of the progression routes available to make this happen.

What are we going to do next?

- **Co-design activities which challenge and support our schools to improve outcomes and raise aspiration among young people**
- **Developing proposals for transition Programmes, Family Learning Programmes, and School Improvement models to:**
 - Prevent disengagement at key transition points such as primary to secondary, Year 8-9 and KS4/KS5
 - **Improving engagement and preventing NEET**
 - **Raise attainment and progress levels in Maths, English and Digital skills in particular**
 - **Improving engagement, attainment and progression of disadvantaged young people**
- **Enhance careers education, advice and guidance through expansion of the Careers Hub model**
 - Expanding the West of England Careers Hub by co-designing a world class careers advice service that adds value to and complements the current CEC offer to include:
 - **Integrated and early career insights and pathway support for young people**
 - **Improving parental engagement, communication and support**
 - **Meaningful employer inspiration and contributions**
 - **Promotion of a wide range of routes to access further and higher education and higher level skills and other routes of progressing such as apprenticeships**
 - **Delivers entrepreneurship and employability skills**

Linkages

Strategic actions to support this objective are not constrained to this strategic objective. For instance, under strategic objective 1, the improved co-ordination function will map and co-ordinate post 16 provision across the area, to ensure all young people can access good quality post 16 provision wherever they live. Similarly, actions under strategic objective 5 will engage employers in the education and skills system to provide opportunities for young people.



SO3: Supporting everyone who is able to work by helping to address their barriers to employment

Why is this important?

- 47,800 people not working in the region would like to do so. Addressing their barriers to employment would improve quality of life and reduce costs of existing benefit payments
- Access to employment can be affected by race, gender, disability, age, where you live and other factors. Supporting certain groups or locations could help address this
- Barriers to work can be complex and solutions often need to be tailored, but common barriers include low skills (including basic skills), health issues (including mental health), transport, language and childcare as well as social issues such as housing, drug and alcohol misuse and other complex needs

Priority areas/groups:

- Supporting people with low level or no formal skills
- Supporting older workers who may need to reskill or upskill
- Focusing action in areas with higher levels of deprivation
- Supporting people with complex barriers to education, employment and training
- Supporting people from diverse backgrounds
- Ensuring employers recognise the value of a diverse, skilled and active workforce and can create opportunities for all

What are we already doing?

There is a range of locally developed provision for people facing complex barriers to employment including:

- ✓ Locally developed programmes of support for people facing multiple/complex barriers, or serving disadvantaged/deprived communities where the Voluntary and Community sector often plays a central role
- ✓ ESF provision including 'West of England Works', a £6m ESF project delivered by the VCSE sector and 'Support for the Unemployed'. Successor arrangements are not yet determined
- ✓ Initiatives such as Ways2Work in Bristol, which links together the various support agencies in Bristol
- ✓ Community learning initiatives
- ✓ The national work and health programme is also working in this space

Whilst these models can be built on, there is limited integration between the various projects, with some duplication of services as well as gaps (geographically and thematically), creating confusion for individuals, providers of support and the business community. Equally, short term funding opportunities create insecurity for providers and are led by the needs of the funder, rather than the end-user.

What can we learn from others - Case Study: Manchester Working Well Pilot - Pioneered a new approach to unemployment support through the Working Well programme. This programme started as a pilot supporting 5,000 people who had been out of work for a sustained period addressing their barriers to employment. Each participant had a dedicated key-worker and access to a bespoke package of support, giving them access to the right support, at the right time to address their specific barriers to work. This programme has grown from its initial pilot and the principles underpinning Working Well now apply to the broader approach to employment and skills reform being taken forward in Greater Manchester.

What are we going to do next?

Secure investment for a Community Grant Scheme for projects targeting local need or specific hard to reach groups

Building on the evidence base function, secure investment for a Community Grant Scheme that is accessible to local partners and organisations (including VCSE sector, FE, and others) to facilitate projects responding to specific local, community needs or opportunities, focusing in particular on areas and communities facing higher levels of deprivation and gaps in provision.

Infrastructure to connect people to employment and skills opportunities

Align investment and development plans across the region to ensure employment and skills opportunities are supported by infrastructure -both physical and digital - that links people to these opportunities

Support effective retraining opportunities to support enhanced productivity growth across the region

Whilst the West of England is a prosperous city-region, productivity has flatlined, and there is a skills shortage impeding growth in sectors including advanced-manufacturing, construction and creative & digital sectors. A significantly enhanced and digitally enabled workforce, will help address the challenges posed by new disruptive product developments. Working with Government, we will support the development of the National Retraining Scheme, helping local people respond to the changing labour market, redirect their careers and secure better jobs.

Linkages

Strategic actions to support this objective, are not constrained to this objective. For instance under strategic objective 1, co-ordination activity will ensure local interventions align with national programmes led by DWP. Under strategic objective 4, flexibilities in the adult education budget will allow us to help people obtain the skills they need to obtain work and progress in work and the future development of Future Bright may include actions to develop a 'Good Employer Standard' that will help to create an environment where employers value a diverse workforce.



SO4: Empowering people to progress within employment, including access to better higher paid opportunities

Why is this important?

- 19% of people are paid below the real living wage with implications for child poverty
- Low pay and insecure jobs can leave people stuck in poverty and reliant on benefits
- Pay and occupational profiles are not equal, with women, disabled people, people from BME groups less likely to benefit from higher pay and higher level occupations
- There is evidence of under employment and Failure of employers to take-up modern management practices can limit progression opportunities for employees

Priority areas/groups:

- People in low paid/insecure employment
- People without a level 2 qualification, as well as level 3 and level 4 skills required for progression
- People working part-time and self-employed
- People working in low skilled jobs who are under-employed
- People with other barriers to progression, including Special Educational Needs and Disabilities, mental health, childcare and transport
- Supporting people from diverse backgrounds and ensuring employers recognise the value of a diverse workforce
- Supporting employers to address skills gaps and fully utilise their workforce through modern management practices

What are we already doing?

The LEP and its partners have made significant progress in this area, with a number of key initiatives at a local, regional and national level including:

- ✓ Future Bright, a £4m regional initiative funded by the DWP to help people develop their skills, increase their income and progress their career
- ✓ Local provision for particular groups (e.g. ethnic minorities, women, ill-health)
- ✓ Community learning models
- ✓ Devolution of the Adult Education Budget will allow us to target provision at areas of greatest need
- ✓ Adoption of Social Value Act into procurement practices
- ✓ A strong business support system including the Growth Hub
- ✓ Inward investment that provides opportunities for a diverse workforce to progress

What can we learn from others - Case Study: Mayor of London's Good Work Standard

The Mayor of London's Good Work Standard aims to improve employment in the capital with four areas of activity: Fair pay and conditions, workplace wellbeing, skills and progression and diversity and recruitment. Recognising that not all employers will be able to meet the same standards in every area, the GLA has established three levels of activity across those four areas: Foundation - the basics; achievement - possible for everyone; and excellence - more challenging but exemplary practice. The GLA plans to roll-out the Standard by Spring 2019, with an extensive period of testing from January 2019.

What can we learn from elsewhere - Case Study: Leeds Planning Obligations Framework

Leeds City Council enabled 2,395 people to secure a job through employment and skills obligations agreed with developers and service providers in the city through a planning obligations framework. Whilst initially aimed at people from deprived communities, a review by the Joseph Rowntree Foundation found that this was not achieved consistently and that if poverty reduction was the aim, the programme would be better targeted at individuals furthest from the labour market with specific needs, rather than places within the city. As a result, it is now targeted at young people under the age of 15 as first-time entrants to the labour market, particularly those identified as BME, leaving care and those with learning difficulties as well as adults with a disability or with a long term health condition looking to move into or return to work.

What are we going to do next?

Develop Future Bright

Build on successful parts of programme and expand remit based on mid-term evaluation. Potentially to include:

- Reskilling to address the 'hollowing out' (linked to new National Retraining Scheme and AEB)
- Mental health in the workplace (Thrive model)
- 'Good Employer Standard'
- Development of childcare reforms
- Promotion of a range of routes, including apprenticeship, linked to the Apprenticeship Hub

Adult Education Budget Commissioning Strategy

Develop a regional AEB commissioning strategy that aligns with the objective and vision set out in this plan, ensuring future provision drives a range of improved outcomes (skills and broader) for residents and aligns with employer needs.

Linkages

Strategic actions to support this objective are not constrained to this strategic objective. For example, under strategic objective 5, actions to further develop the apprenticeship Hub will help individuals progress from low to high skills through an apprenticeship escalator, and work with employers will maximise the impact and purchasing power of anchor institutions, as well as support SMEs to develop the workforce for the future.



S05: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

Why is this important

- Some employers are finding it hard to recruit staff to help them grow and others have workforces that lack the skills they need for the future
- Employers play a key role in workforce development, but there is scope to increase training and development, which evidence shows is ‘good for business’
- There are gaps in the skills pipeline to support our growing innovation sector (e.g. STEAM skills)
- Our clean growth and infrastructure ambitions will require growth in certain skills
- Skills pipelines, such as apprenticeships are under-utilised
- Some groups are under-represented in the workforce, providing an opportunity to address the shortages
- Improving the health of our workforce can improve productivity and reduce staff turnover
- A culture of lifelong learning and continuous professional development will enable to the workforce to adapt to future skills requirements

Priority areas/groups:

- Development of skills to support a diverse, clean and innovative economy with opportunities for progression and growth
- Increasing awareness among employers and individuals of the range of skills development pathways (e.g. apprenticeships and T-levels) to increase engagement in these routes from both employers and individuals
- Increasing Continuous Professional Development activity amongst employers and the self-employed
- Increasing employer engagement with schools, colleges and communities
- Increasing workforce diversity and helping businesses recognise positive impact on driving business growth
- Improving workforce health

What progress have we already made in this area?

The LEP and its partners have made significant progress in this area, with a number of key initiatives that can be built on including:

- ✓ Skills Capital investment projects and projects including the Global Centre of Innovation Excellence, Workforce for the Future and WIDGET (a DCMS funded project to help women enter digital jobs) that are already in development or advanced
- ✓ The Apprenticeship Hub and Apprenticeship Diversity Hub in Bristol
- ✓ The Growth Hub and business support systems which are in place and supporting businesses of all sizes

- ✓ A range of employer engagement activity through ESF, ERDF and other local services including advice days, jobs fairs and on-line portals, as well as work to engage employers through 'pledge schemes'

However, there is limited integration between the various projects, with some duplication of services as well as gaps (geographically and thematically), creating confusion for businesses. Equally, short term funding opportunities, led by funder requirements leads to insecurity for providers.

What can we learn from others - case study: Liverpool City Region's Apprenticeship Hub

Liverpool City Region's Apprenticeship Hub is funded by ESF through the Education and Skills Funding Agency with the aim of increasing awareness, number and quality of apprenticeships available to regional residents by co-ordinating activities, making apprenticeships work for businesses and individuals. The team provide support to employers, individuals and schools and has an ambassador network.

What do we need to do next?

Further development/re-boot of the existing Apprenticeship Hub to:

- Provide an impartial brokerage/advice service matching employers with apprentices/wider provision and providing impartial, timely and accurate advice linked to the Growth Hub
- Work with employers, colleges and training providers to ensure there are apprenticeship opportunities that help people to progress in their careers
- In the longer term work with employers to develop local standards, providing an apprenticeship escalators from low to high skills
- Work with Government to maximise the value of Levy underspend in driving regional ambitions

Develop initiatives to help employers plan for skills through

- Ensuring employers from a range of sectors and business sizes are heard in planning forums
- Maximising the impact of **Anchor Institutions** and key employers (through good practice, use of Levy/Levy sharing, influencing supply chains, planning and investment)
- Supporting SMEs and self-employed people through the **Workforce for the Future** project (ESF) and an enhanced **Growth Hub** offer

Supporting key Growth Sectors and Innovation 'ecosystem'

- Investment to ensure steady pipeline of talent/skills to support our competitive advantages e.g. Global Centre of Innovation Excellence, emerging Digital Engineering Innovation Centre (NCC) and Bristol Digital Talent Institute at Temple Quarter; Bath Working Well Talent Institute; Foundations for Creative careers and Talent Bridge)
- Maximise the value of **Institute of Technology**
- Addressing **Digital Diversity** through Women into Digital Jobs, Employment or Training (**WIDJET**).

Linkages

Strategic actions to support this objective are not constrained to this strategic objective. For example, under strategic objective 1, actions to work towards a more integrated regional skills function will create a system that is better aligned to the needs of employers. Similarly, actions under strategic objective 2 will help ensure the workforce of the future has skills and qualifications needed by employers in the future. Actions under strategic objective 3 will bring more people into employment, addressing skills shortages today.

Strategic actions

Our strategic actions and their relationship with our strategic objectives are highlighted below:

Strategic Activities	SO1	SO2	SO3	SO4	SO5
12. Work towards a more integrated regional skills function To include intelligence, evidence based commissioning, co-ordination of provision and informed decision-making	✓	✓	✓	✓	✓
13. Co-design activities which challenge and support our schools to improve outcomes and raise aspiration among young people		✓			
14. Enhance careers education, advice and guidance through expansion of the Careers Hub model By co-designing a world class careers advice service that adds value to and complements the current CEC offer	✓	✓			✓
15. Secure investment for a community grant scheme for projects targeting local need or specific hard to reach groups	✓		✓	✓	
16. Infrastructure to connect people to employment and skills opportunities Align plans to ensure employment and skills opportunities are supported by infrastructure that links people to opportunities	✓	✓	✓	✓	✓
17. Support effective retraining opportunities across the region, ensuring residents and businesses are well-prepared for a changing labour market			✓	✓	✓
18. Develop Future Bright Plus Build on successful parts of programme and expand remit based on mid-term evaluation	✓		✓	✓	✓
19. Further development/re-boot of the Apprenticeship Hub Focusing on brokerage (people and businesses) to maximise uptake and linked to the Growth Hub	✓	✓	✓	✓	✓
20. Adult Education Budget Commissioning Strategy Align commissioning strategy to the vision and objectives of the Employment and Skills Plan	✓	✓	✓	✓	✓
21. Develop initiatives to help employers plan for skills e.g through development of anchor institutions network, Workforce for the Future and Enhanced Growth Hub offer	✓	✓	✓	✓	✓
22. Supporting key growth sectors and innovation 'ecosystem' i.e. through Global Centre of Innovation Excellence, Institute of Technology, Digital Skills	✓	✓	✓	✓	✓

Delivery and governance

The implementation of this employment and skills plan will be overseen by the Skills Advisory Panel. The Skills Advisory Panel's role is to:

- Provide strong leadership in the local area, engaging with employers and providers and providing skills advice to the LEP and Combined Authority
- Develop a clear understanding of current and future skills needs and local labour market
- Build on high quality analysis to develop a clear approach to addressing skills and employment challenges in the local area, including future skills challenges
- Understand the wider dependence in the local area and link (e.g. transport) to link them to the employment and skills plan
- Act as co-ordinator of local skills providers
- Work closely with careers advisory services
- Raise the profile of apprenticeships with local employers
- Advise where skills and labour market resource should be directed to support local employers and residents
- Sharing analysis and best practice

In taking forward the implementation of this employment and skills plan, we will prepare a separate delivery plan identifying the next steps required to take forward planned activities, resources required and milestones. The development of the delivery plan will be overseen by the SAP and progress against it monitored on a regular basis. The delivery plan will be a live document, updated as and when necessary to include new opportunities to take forward the employment and skills plan.

This employment and skills plan set out our strategic aspirations. These actions may be resourced through a number of routes including:

- The West of England Investment Fund
- Remaining ESIF funding
- UK Shared Prosperity Funds
- Local Growth Fund
- LEP Capacity Funds
- National Funding through DWP, DfE etc.
- Combining and pooling local resources
- Other funds yet to be announced

Our delivery plan will set out how we propose to resource the strategic actions identified in this plan, although it may not be possible to fund all the actions immediately.

As well as the strategic actions listed in this plan, we also hope that this plan will influence the resources and spending of both local and national partners when delivering activity in the West of England - encouraging partners to deliver against these regionally agreed priorities through their own initiatives from neighbourhood schemes to national projects.

Appendix 1: Monitoring framework

The table below sets out the full range of indicators that we will be monitoring, with those shaded indicators representing our 'headline' indicators:

Indicator/Ambition	Baseline Position and source data	S01	S02	S03	S04	S05
Increase the proportion of 16-18 year olds in education, employment or training (into EET)	6.6% of 16 and 17 year olds were not in education, employment or training at the end of 2017 (Source: DfE)	✓	✓			
Increase educational attainment of all young people	The average attainment 8 score was 46.2 for all pupils in 2017/18 (Source: DfE)	✓	✓			
Increase the proportion of young people progressing to any sustained education destination	53% of students from progressed to a sustained education destination after key stage 5 (state funded mainstream schools and colleges) in 2016/2017 (Source: DfE)	✓	✓			
Increase the proportion of young people (KS5) progressing to higher education destinations	41% of students progress to Higher Education (level 4 and above) after key stage 5 (stage funded mainstream schools and colleges) in 2016/17 (Source: DfE)	✓	✓			
Increase educational attainment of disadvantaged young people	The average attainment 8 score was 34.3 for disadvantaged pupils in 2017/18 (Source: DfE)	✓	✓			
Reduction in the proportion of sessions lost due to unauthorised absence	1.3% of sessions were missed due to unauthorised absence in state funded primary, secondary and special schools in 2017/2018 (Source: DfE)	✓	✓			
Reduction in the number of children excluded from school	4,359 pupils had one or more fixed period exclusion in 2016/17 (Source: DfE)	✓	✓			
Proportion of schools and colleges using Gatsby benchmarking model	58% schools used the Gatsby benchmarks at the end of March 2019(Source: Careers and Enterprise Company)	✓	✓			
Average number of Gatsby benchmarks achieved in schools and colleges	The average number of Gatsby benchmarks achieved was 2.46/8 at the end of March 2019 (Source: Careers and Enterprise Company)	✓	✓			
Reduce the number of people who are unemployed or inactive but wish to work	In Dec 2018 there were 20,500 people unemployed in the West of England and 27,300 who were inactive who wanted a job, therefore 47,800 in this group (Source: Annual Population Survey)	✓		✓		✓
Increase the proportion of people with Level 2+ qualifications	In Dec 2018, 18.2% (133,000) of 16-64 year olds did not have a Level 2 qualification (Source: Annual Population Survey)	✓		✓	✓	✓
Reduce proportion of people with no qualifications	In Dec 2018, 3.9% (28,600) of 16-64 year olds did not have any qualifications (Source: Annual Population Survey)	✓		✓	✓	✓

Increase the employment rate amongst disabled people	In Dec 2018, the employment rate for people aged 16-64 with Equality Act core or work limiting disability was 65.1%, compared to 84.1% for people not meeting this criteria (Source: Annual Population Survey)	✓		✓		✓
Increase the employment rate of older workers	In December 2018, the employment rate for 50 - 64 year olds was 76% and 44.3% for 50+ (Source: Annual Population Survey)	✓		✓		✓
Increase the proportion of women in senior occupational roles	In December 2018, 5.8% of women in employment were employed as 'managers, directors and senior officials', compared with 13.1% of men in employment (Source: Annual Population Survey)	✓			✓	✓
Decrease the proportion of people earning less than the Real Living Wage (as defined by Living Wage Foundation)	19% of workers received less than the Real Living Wage (gross hourly pay, total workers, workplace analysis) in 2018. (Source: Annual Survey of Hours and Earnings, https://www.livingwage.org.uk/calculation)	✓			✓	
Increase median wage levels	In 2018, the median gross hourly pay was £13.30 (Source: Annual Survey of Hours and Earnings)	✓			✓	
Increase the proportion of people with Level 3+ qualifications	In Dec 2018, 66.5% of 16-64 year olds had a Level 3 or higher qualification (Source: Annual Population Survey)	✓			✓	✓
Increase the proportion of people with Level 4+ qualifications	In Dec 2018, 46.3% of 16-64 year olds had a Level 3 or higher qualification (Source: Annual Population Survey)	✓			✓	✓
Reduce the number of employers with Hard to Fill Vacancies	In 2017, 13% of establishments had at least one vacancy that was hard to fill (Source: Employer Skills Survey)	✓				✓
Increase in number of employers engaged with education	In 2016, 13% of employers in the West of England offered work inspiration in the previous 12 months and 38% had someone in on work experience in the previous 12 months (Source: Employer Perspectives Survey)	✓	✓			✓
Increase proportion of staff trained by employers	In 2017, 66.09% of staff received training from their employer (Source: Employer Skills Survey)	✓			✓	✓
Increase number of people achieving apprenticeships	In 2017/19 7,590 people completed an apprenticeship in WECA (Source: SFA, Statistical First Release)	✓	✓	✓	✓	✓
Increase proportion of women taking apprenticeships in the following sectors: Science and Mathematics, Engineering and Manufacturing Technologies and ICT	In 2017/18, 13% of apprentices taking these subjects were women (Source: SFA, Statistical First Release)	✓	✓	✓	✓	✓
Increase GVA/hour worked	In 2017, the GVA per hour worked was £33.7 in the West of England (Source: ONS)	✓			✓	✓

WEST OF ENGLAND JOINT COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

BUSINESS PLAN 2019/20 – QUARTER 1 PROGRESS REPORT

Purpose

To provide an update on progress in delivering the West of England Combined Authority business plan for 2019/20 during quarter one (April – June 2019).

Summary

- * The Business Plan was approved by the West of England Combined Authority Committee and the Joint Committee on 1 February 2019.
- * The Business Plan supports delivery of the operating framework and sets out the key deliverables during 2019/20 for business, skills, housing and transport.
- * Regular reporting on progress in delivering the Business Plan is a key element of the Combined Authority's overall performance management and operating framework, which is reviewed annually with Government.
- * The detail of the first quarterly report is set out at Appendix 1.
- * The key risks to delivery are recorded in the Corporate Risk Register and are set out at Appendix 2.

Recommendation

Members of the Joint Committee are asked to note the first quarterly update on delivery of the 2019/20 Business Plan.

Contact officer: Lynda Bird, Head of Performance, Planning & Projects

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REPORT TO: WECA and JOINT COMMITTEE

DATE: 19 JULY 2019

REPORT TITLE: BUSINESS PLAN 2019-20 - QUARTER 1 PROGRESS REPORT

DIRECTOR: JESSICA LEE, HEAD OF STRATEGY & POLICY

AUTHOR: LYNDA BIRD, HEAD OF PERFORMANCE, PLANNING & PROJECTS

Purpose of Report

- 1 This report provides an update to both WECA and the Joint Committee on progress in delivering the West of England Combined Authority Business Plan for 2019/20 during Quarter One (April – June 2019).

Recommendation

- The Committee are asked to note the first quarterly update on delivery of the 2019/20 Business Plan.

Background / Issues for Consideration

- 2 The West of England Combined Authority business plan was agreed by WECA and Joint Committee on 1st February 2019.
 - 2.1 The business plan supports delivery of the operating framework and sets out the key deliverables during 19/20 for business, skills, housing and transport, as well as the enabling corporate activities.
 - 2.2 Regular reporting on progress in delivering against the business plan is a key element of WECA's overall performance management and reporting framework which is reviewed annual with Government.
 - 2.3 A detailed annual report covering activity in the the business plan for 2018/19 was provided to WECA and Joint Committee on 14th June 2019.
 - 2.4 This first quarterly report for the 19/20 financial year is provided at Appendix 1. This covers the period 1st April 2019 to 30th June 2019. Quarterly reports are provided as a highlight report summarising:

- key achievements in the reporting period
- significant exceptions to delivery, with mitigating actions
- upcoming activities for the next quarter
- where activities are specific to WECA, Joint Committee, or both

Consultation

- 3 The highlight report has been shared with the West of England Chief Executives and will be shared with the WECA Overview and Scrutiny Committee in advance of the Committee meetings.

Other Options Considered

- 4 None

Risk Management/Assessment

- 5 The key risks to delivery of the business plan are recorded in the Corporate Risk Register and provided as Appendix 2 to this report. These are reviewed on a monthly basis by the WECA Senior Management Team.

Public Sector Equality Duties

- 6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

- 6.1 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

- 6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

- 6.3 The WECA Equalities framework will be taken to the appropriate Advisory Board before it is finalised. Equality Impact Assessments for individual projects and activities identified in the plan will be undertaken as appropriate through the project assurance process.

Finance Implications, including economic impact assessment where appropriate:

- 7 Activities within the 2019/20 business plan are covered from existing budget allocations. There are no additional financial implications arising from this report.

Advice given by: Malcom Coe, Director of Investment and Corporate Services

Legal Implications:

- 8 The business plan provides a framework for WECA to implement devolved decision making. Consultation and consideration of relevant statutory duties will be undertaken as appropriate throughout the decision-making process.

Advice given by: Shahzia Daya, Director of Legal Services

Land/property implications

- 9 None arising from this report, but the impact of individual schemes will be assessed through existing planning processes.

Advice given by: David Carter, Director of Infrastructure

Human Resources Implications:

- 10 Activities within the 2019/20 business plan are supported through existing resources. Where individual projects may have workforce implications these will be identified and discussed with relevant Directors to ensure any management of change is undertaken according to policy and best practice.

Advice given by: Alex Holly, Head of People and Assets

Appendices:

Appendix 1 – WECA Business Plan – Quarter One Progress Report

Appendix 2 – Summary of WECA Corporate Risks

Background papers:

[WECA Business Plan 2019-2020](#)

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

Appendix One: Business Plan Quarterly Progress Report

This report provides a summary of key achievements and details any significant exceptions to delivery together with mitigating activities for the period 1st April to 30th June 2019. It also highlights upcoming activities. Where activities are specifically for WECA, Joint Committee, or both, this is indicated.

<p>BUSINESS & SKILLS</p> <p>The Business and Skills Directorate is currently delivering projects to the value of around £40m (excluding on-going services). Good progress is being made in delivering against the objectives in the business plan, as highlighted in the key achievements below. A number of new projects are either recently underway or in the pipeline. The Directorate has taken a close role in helping shape the Local Industrial Strategy to ensure Business & Skills priorities are aligned with this.</p>

<p>BUSINESS</p> <p>Key achievements this reporting period</p> <p><i>WECA & Joint Committee</i></p> <ul style="list-style-type: none"> Invest Bristol & Bath - continues to attract new businesses into the region, including on-going work to support the new Channel 4 Hub. Investment pipeline of companies could potentially bring 130 new jobs to the region. A range of trade visits to generate potential investment leads include MIPIM, Paris Airshow, and a delegation to Boston/Chicago/Atlanta. Growth Hub - Final report for 2018/19 submitted to Government highlighting 754 businesses engaged with the Growth Hub over the year including 44 with intensive support and expansion of ‘in residence’ days at a range of incubator facilities across the region. Submission of a ‘Business Basics’ funding application to trial different ways to engage with SMEs to improve their productivity. Successful delivery of a scale-up trial with HMRC to identify and work with high-growth businesses (68 businesses identified). Launch of the £3.4m Low Carbon Challenge Fund, offering grants to SMEs for a variety of low carbon products and services. Funding application submitted for a £2.5m Research & Innovation Challenge Fund, which will offer grants to SMEs to undertake R&I projects and develop research collaborations. DCMS has approved a £1.2m extension to the 5G Smart Tourism project, which will focus on the Harbour Festival and a larger scale trial.
<p>Issues to note</p> <p><i>WECA & Joint Committee</i></p> <ul style="list-style-type: none"> Long-term funding to be secured for both Invest Bristol and Bath and the Growth Hub (recurrent annual funding).
<p>Upcoming activity in the next quarter</p> <p><i>WECA & Joint Committee</i></p> <ul style="list-style-type: none"> A range of events and investment showcases in the pipeline, including: Growth Hub Strategy Forum (Sept 19); Nuclear South West ‘Delivering Sector Knowledge’ (July 2019); Launch of Department for International Trade High Potential Opportunity for Robotics (July 2019); Channel 4 summit with Cardiff (July 2019); aerospace campaign including meetings in the US (Sept 2019).

- Awareness raising for the Low Carbon Challenge Fund, following project launch.
- Launch of the Creative Scale-up programme, a £1.35m programme funded by DCMS to provide targeted support to 100 creative sector businesses.
- Full Bid to be submitted for the Research and Innovation Challenge Fund, which will offer small/medium/large grants to SME to undertake Research & Innovation and develop research collaborations.
- Outcome known for the Business Basics funding application.

SKILLS

Key achievements this reporting period

WECA

- Adult Education Budget - 41 applications for 2019/20 received by WECA and allocations agreed by WECA Committee in June 2019.
- Dedicated and targeted marketing for Future Bright has led to an increase in referrals.
- European Social Fund (ESF) funding approved for 'Workforce for the Future' to improve direct business involvement in skills planning, training and education, mentoring, inspirational activities and workforce planning. ESF will be matched by the WECA Investment Fund.
- Completion of the draft Talent Institutes feasibility report, highlighting potential transformational projects for the region and how WECA can best support these.

Joint Committee

- The Careers Hub has received further funding to expand its reach, allowing it to work with all 70 mainstream schools and colleges across the West of England.
- The draft Employment and Skills Plan is complete and out for consultation; with deadline for responses of 26th June.
- £238k secured from DCMS to launch Women into Digital Jobs, Education and Training, with the aim to reach 350 women. Delivery consortium established.

Issues to note

WECA

- Long-term funding options being explored for Future Bright (funded as an initial pilot).

Joint Committee

- Long-term funding options for the Careers Hub being explored.

Upcoming activity in the next quarter

WECA

- Continue to develop the Adult Education Budget strategy, policies and processes, including the in-year processes following the award of the 2019/20 allocations.
- Decision on Investment Funding for Workforce for the Future (which will match £4m ESF funding); if successful project launch scheduled for September 2019.
- Develop Future Bright Plus Business Case for potential funding beyond the initial pilot.

Joint Committee

- Progress the Local Industrial Strategy Innovation theme and potential projects with the Global Centre of Innovation Excellence. Continue to link this to the emerging conclusions arising from Talent Institutes.
- Employment and Skills Plan presented for agreement/sign off by Joint Committee (July)

2019)

- Establish a Skills Advisory Panel.

INFRASTRUCTURE

The Infrastructure Directorate is currently delivering projects to the value of around £250m. Good progress is being made in delivering against the objectives in the business plan, as highlighted in the key achievements below. A number of new projects are either recently underway or in the pipeline from the June 2019 Investment Report. The Directorate has supported the infrastructure section of the Local Industrial Strategy to ensure existing and emerging plans, strategies and priorities are aligned with the LIS.

TRANSPORT

The development and delivery of rail projects continues at pace with Network Rail confirming business case approval for the Bristol East Junction project. The development of management and delivery structures for overseeing the development of a Bus improvement programme has commenced to follow the success of that development for Rail.

Key achievements this reporting period

WECA

- Phase 1 of bus strategy review completed and approach developed for phase 2
- Commenced development of bus infrastructure clarification and funding options to support commercial investment by operators.
- Funding approval for Cribbs Patchway Metrobus Extension.
- Further development of brief for stage 2 of Mass Transit study.
- Expression of interest submitted to Department for Transport for the regions' Future Mobility Zone proposal
- Response submitted to Williams Rail Review
- Funding allocated to MetroWest Phase 2 to take up to Final Business Case and for Charfield station to Governance for Railway Investment Projects (GRIP) Stage 4.
- Completion of draft route assessment for the Local Cycling and Walking Implementation Plan

Joint Committee

- Completion of consultation on the Joint Local Transport Plan (JLTP) 4 and ongoing analysis of responses
- One year since launch of M3 metrobus route (May 2018)
- Additional funding confirmed from Department for Transport for Portishead line (£31.9m)
- Strategic Rail Board set up with Unitary Authorities, GWR and Network Rail to provide coordinated approach and long term plans

Issues to note

Joint Committee

- Revision of timescales for Bus Strategy and necessary programme and project resource implications will be reported to the committee in July.

Upcoming activity in the next quarter

WECA

- WECA will host a visit of the President of the Institution of Civil Engineers as part of his regional tour.
- Commence development of mass transit strategic outline business case
- Funding confirmation for bus strategy phase 2 and progress work areas
- The Greater Bristol Area Rail Feasibility Study has been received in draft from the consultants undertaking the work and had identified a number of Quick Wins for station enhancements. Proposals will be reported to the Committee in either October or December

Joint Committee

- Completion of assessment of consultation responses for JLTP4.
- Transport input to be provided to Joint Spatial Plan Examination in Public
- Preparation of consultation material for Local Cycling and Walking Infrastructure Plan
- Development of integrated ticketing project with funding proposals to be taken to Joint Committee in July

PLANNING AND HOUSING

Work has continued to support the four Unitary Authorities in progressing the Joint Spatial Plan through the examination.

Development of programme boards to support our governance and enhance wider partnership working has continued at pace with the establishment of the Joint Assets Board, Housing Delivery Board and revitalised work with the Strategic Solutions Panel.

Activities to deliver the outcomes in the devolution deal and business plan continue, including the One Public Estate and Joint Assets Board work programme, progressing Infrastructure and Investment strategy work and leading on the coordination of a Green Infrastructure strategy.

Key achievements this reporting period

WECA

- WECA hosted a Placemaking Conference on 18th June to bring together over 120 senior leaders from local and national government, public and private sector to explore the region's challenges and opportunities for creating high quality new places.
- Joint Assets Board (JAB) established, with agreed terms of reference and a work programme. This is a senior level board for collaborating across the public sector to use public sector land more efficiently, transform public sector services and strengthen local communities. The JAB will drive the release of public sector land and create vehicles for developing land that provides benefits across the entire public sector.
- Innovation in Modern Methods of Construction-funding being secured for the Housing Festival.
- Housing Delivery Board have secured in principle agreement with CURO to invest the bulk of their strategic partnership allocation of £28m within West of England.

Joint Committee

- Joint Spatial Plan progressed to Examination hearings, with project management support, plus co-ordination of hearing statements and other hearing session preparation (including monitoring data inputs). All deadlines met.

- WECA have been allocated as mentors through the National Infrastructure Commission Cities Programme on Joint working and integrating planning and transport planning.
- West of England Joint Green Infrastructure Strategy presented at Local Nature Partnership Nature Recovery Networks (ERNs) launch on 6th June. This incorporates the work of the LNP on ERNs, and other partners including Bristol Avon Catchment Partnership, Natural England, Environment Agency and NGOs. This work is helping to promote sustainable inclusive growth and resilience and will feed into work with DEFRA for the Local Industrial Strategy..

Issues to note

- Funding options to resource the breadth of activity across the Planning and Housing team are being explored.
- Opportunities to strengthen the senior representation and engagement on work programmes with Government departments and agencies being sought.

Upcoming activity in the next quarter

WECA

- A work programme to take forward placemaking in the West of England will be developed in conjunction with key industry experts including the Architecture Centre and Creating Excellence
- Progress coordination of Strategic Masterplanning.

Joint Committee

- Support the Examination in Public on the Joint Spatial Plan
- Progress the Green Infrastructure Strategy
- Progress work on the pilot to develop the Infrastructure and Investment Delivery Plan
- Commission being undertaken through One Public Estate Funding for a small-sites housing strategy incorporating Modern Methods of Construction (MMC)
- Support development of the business case for feasibility work on MMC including the Housing Festival Expo in October 2019 and establishing an MMC pilot programme
- The Joint Assets Board will commission work on a West of England Estates Strategy

CORPORATE SERVICES

Following committee approval of the Capital Strategy in February 2019, WECA has worked closely with the Unitary Authorities to develop a priority list of projects for investment, linked to the strategic themes of the WECA Operating Model. The WECA committee will be asked to approve a 4-year priority investment programme, up to 2023, at the June and July 2019 meetings.

Key achievements this reporting period

WECA

- Investment Fund – priority projects for investment, within a four-year investment programme, were presented to and approved by committee in June 2019
- WECA budget out-turn report for 2018/19 presented to the June '19 committee – delivering a significant end of year surplus
- Statement of Accounts for 2018/19 has been published on the WECA website and will be subject to external audit in July 2019

- All cashflow and investment transactions, (Treasury Management), is now being delivered entirely within the WECA finance team with effect from April 2019

Joint Committee

- Working closely with Government to agree Local Industrial Strategy
- LEP budget out-turn report for 2018/19 was presented to the June '19 committee – delivering an end of year surplus to the LEP general reserve
- 'One Front Door' report was also presented to Committee in June '19 making further significant financial awards for priority projects against the Local Growth Fund and Economic Development Fund
- Good progress has been made in developing a regional construction framework contract which will enable swift and efficient access to professional construction services for the delivery of multi £m capital projects. Led by WECA, this is an excellent example of collaborative procurement involving all four West of England Unitary Councils.
- £250k agreed to support development of a diverse, resilient and affordable energy system that enables economic growth and reduces greenhouse gas emissions is the key objective set out in the basis for a West of England Energy Strategy

Issues to note

WECA

- Discussions continue regarding future year core funding with uncertainty of the current 100% Business Rates Retention pilot and Mayoral Capacity Funding beyond the 2019/20 financial year.

Joint Committee

- Structured over-programming of the Local Growth Fund remains in place and will be regularly reviewed, and updated, to ensure that all spend is incurred on approved projects prior to the March 2021 deadline.

Upcoming activity in the next quarter

WECA

- WECA will changing ICT providers over the next couple of months. Significant improvements are planned for automating finance and HR transactions as well as streamlining reporting processes.
- Formal audit of WECA's 2018/19 Statement of Accounts will be undertaken by Grant Thornton in July 2019;
- Investment Fund Report to July 2019 committee will propose allocations for further priority projects and set a structured four-year investment programme up to March 2023.
- The Annual Business Report to go back to WECA Committee on 19 July.

Joint Committee

- Further 'One Front Door' update will be provided showing the progress made against Local Growth Fund and Economic Development Fund projects
- Development of Local Industrial Strategy implementation plans

Appendix Two: WECA Corporate Risk Register Summary Table

ID	Category	Risk Description	Risk Impact	Mitigation
WECA-R005	Financial	There is a risk that WECA is not able to optimise all funding available to deliver maximum benefit for the region. Potential risk of not being able to comply with the required conditions of specific funding streams.	The West of England is unable to realise the full benefits and opportunities of devolution.	Develop, and implement, an Investment Strategy that better links the allocation of funding to WECA priorities. Promote clearer accountability, flexibility and integration of all available funding streams including LGF, EDF, HIF, Transforming Cities and Investment Funding. Indicative 20 year financial allocations made within the February 2019 budget papers. Strengthening governance around funding approvals and draw-down.
CS-R002	Financial	Instability in the way that Government funds Combined Authorities could impact on the future sustainability of WECA. WECA capacity is currently resourced through short term funding streams - Mayoral Capacity Fund and Business Rates Retention pilot.	WECA will not be able to retain high calibre staff, balance its budget or deliver against its priorities	Discussions ongoing with HMRC and Treasury. The medium term financial plan will be updated with more detail included, as far as practicable, and forming part of the 2019/20 Budget Process. Drafting a regional response to the Government's Spending Review - majoring on the need for stability in capacity funding moving forward.
PS-R002	Financial	There is a risk that the criteria for accessing the shared prosperity fund will not be aligned with our Local Industrial Strategy	We will be unable to secure the funding required to deliver our Local Industrial Strategy	Engagement with BEIS, CLGU and LEP network to influence early thinking
INF-R001	Legal & Governance	There is a risk that there are dependencies on the Joint Spatial Plan, the outcome of which is in an independent examination process and therefore not yet known.	This could potentially require significant alterations and additions to the business plan and impacting onto current delivery plans	The process to prepare a statutory development plan document has been followed and robust governance and technical working arrangements are in place to deliver the project
WECA-R007	Legal & Governance / Financial	Risk of Fraud, Bribery and Corruption	Financial loss, reputational damage.	Controls & prevention measures incorporated in key operational processes. Annual review of arrangements.

ID	Category	Risk Description	Risk Impact	Mitigation
BS-R001	Legal & Governance / Delivery	There is a risk that processes and procedures are not in place to support devolution of the Adult Education Budget	Learners do not realise the benefits of this devolved power. Current provider base destabilised. Moderate reputational damage	Readiness conditions set by Government have been met. Project team recruited. Mechanism in place to fund administrative support from the devolved budget through use of underspend. Ongoing engagement and dialogue with providers to inform future delivery. Legal advice sought and appropriate consultation undertaken. Discussions sought with Government to mitigate additional risk of lower funding allocation
WECA-R008	Delivery	There is a risk that the impact of climate change is not reflected in the plans for schemes and activities identified in the Business Plan	We will therefore not deliver a regional economy and infrastructure that is fit for a low carbon future and resilient to climate change.	We will explore ways to ensure that all projects take climate change and a low carbon future into consideration. We have allocated £250K to develop business cases for the Energy Strategy Climate Change Action Plan.
WECA-R002	Delivery	There is a risk that national priorities may change over the course of the year.	This could potentially require significant alterations and additions to the business plan and impacting onto current delivery plans	Regular discussions at both official and political level. Delivery of business plan monitored by WECA SMT and reported to WECA Chief Executives quarterly
WECA-R003	Delivery	There is a risk that Committee members may be unable to reach agreement on key proposals.	WECA would be unable to realise the opportunities and benefits of the activities set out in the business plan	Strong partnership working arrangements are in place to ensure that proposals are developed to support and complement the priorities and objectives of the constituent councils
WECA-R006	Delivery	There is a risk that the unpredictable impact of Brexit on Business across the region will lead to uncertainty and lack of confidence.	Businesses may be reluctant to make decisions regarding investment in the region	WECA to convene working group and to engage with LEP Board and Business West to identify early issues and discuss approaches
WECA-R004	Delivery	There is a risk that the activities identified in the business plan may not achieve the desired balance of economic growth and inclusive growth.	The West of England is unable to realise the full benefits and opportunities of devolution	Equalities impact assessments will be carried out for each specific activity to identify potential issues and clear mitigations and these will form part of the organisation's performance management framework

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