

**WEST OF ENGLAND COMBINED AUTHORITY**

**OVERVIEW AND SCRUTINY COMMITTEE - 12 JUNE 2019**

**2018/19 BUSINESS PLAN ANNUAL REPORT**

**AUTHOR: LYNDA BIRD, HEAD OF PERFORMANCE, PLANNING AND PROJECTS**

**Purpose**

To provide the annual assessment of the delivery of the Combined Authority's Business Plan for 2018/19

**Summary**

1. The attached report is being presented to the WECA Committee and the Joint Committee on 14 June 2019 and includes the following key information:

- Summary of key projects and activities delivered during 2018/19 that support our objectives of
  - Driving inclusive growth
  - Supporting the regions' businesses to grow
  - Fostering innovation
  - Investing in infrastructure
- A detailed section that reports back on each of the activities included in the 18/19 business plan
- Details of the Local Enterprise Partnership delivery plan focused on specific metrics for LEP-funded activity including Local Growth Fund, Growth Hub, Invest in Bristol & Bath
- A summary of the risks associated with delivery of the business plan, and their mitigations

2. Senior officers will be available at the meeting to highlight key aspects of projects and activities during 2018/19 and to respond to members' questions.

**Recommendation: That the report /update be noted.**

**Background papers:** None.

**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](mailto:democratic.services@westofengland-ca.gov.uk)

**REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY  
COMMITTEE**

**DATE: 14 JUNE 2019**

**REPORT TITLE: 2018/19 BUSINESS PLAN ANNUAL REPORT**

**DIRECTOR: JESSICA LEE, HEAD OF STRATEGY & POLICY**

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

#### **Purpose of Report**

- 1 To provide the annual assessment of the delivery of the Combined Authority's Business Plan for 2018/19

#### **Recommendation**

- To note the report.

#### **Background / Issues for Consideration**

- 2 The West of England Combined Authority Business Plan covers activity during each financial year to support WECA and the Local Enterprise Partnership.
  - 2.1 The Business Plan covering activity in the financial year 2018/19 was agreed by WECA and the Joint Committee on 1<sup>st</sup> June 2018. The plan supports delivery of the operating framework and sets out the key deliverables during 18/19 for skills, business support and infrastructure, as well as 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. Regular reports on progress against delivery of the business plan have been brought to WECA
  - 2.3 Government have also requested a LEP Delivery Plan, to provide a forward and backward look of LEP-funded activities including Local Growth Fund, Growth Hub, Invest in Bristol & Bath and Careers Enterprise Company.
  - 2.4 The LEP delivery plan references relevant indicators for LEP-funded activities including businesses supported, jobs created, funding provided and leveraged.

2.5 The business plan for 2019/20 was agreed by WECA and Joint Committee on 1<sup>st</sup> February 2019. The report in Appendix One provides an annual assessment on progress in delivering the business plan for 2018/19. This includes:

- An overview of delivery in 2018/19, with a description of key projects and activities
- A detailed commentary on each item in the 2018/19 business plan
- Specific information requested for the LEP delivery plan

### **Consultation**

3 A draft report has been shared with West of England Chief Executives.

3.1 A draft of the LEP Delivery Plan has been shared with the West of England Local Enterprise Partnership Board.

### **Other Options Considered**

4 None

### **Risk Management/Assessment**

5 WECA's Risk Management Framework was discussed by Audit Committee in November 2018 and has been formally adopted. The key risks to delivery of the business plan are highlighted in the Corporate Risk Register and are provided as Appendix Two to this report.

### **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 Work has been underway to develop an equality and diversity framework for WECA. Advisory Board input will be sought before this is finalised.

**Finance Implications, including economic impact assessment where appropriate:**

- 7 Activities within the 2018/19 business plan were aligned with the budget and the out-turn will be reported back to. There are no additional financial implications arising from this report.

Advice given by: Malcolm 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 has been undertaken as appropriate through the decision making process

Advice given by: Shahzia Daya, Director of Legal Services

**Land/property implications**

- 9 None arising from this report. The impact of individual schemes is assessed through existing planning processes

Advice given by: David Carter, Director of Infrastructure

**Human Resources Implications:**

- 10 Activities within the 2018/19 business plan were supported through existing resources as identified in the 2018/19 budget. There are no HR implications arising from this report.

Advice given by: Alex Holly, Head of Human Resources

**Appendices:**

Appendix 1 – Annual Report on Business Plan

Appendix 2 – Corporate Risk Register

**Background papers:**

[WECA Business Plan 2018/19](#)

[WECA Risk Management Framework November 2018](#)

**West of England Combined Authority Contact:**

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# ANNUAL REPORT 2018-19



# FOREWORDS



**The West of England is one of the country's biggest economic success stories, but, like many regions, we also face challenges as we grow. The Local Enterprise Partnership plays a key role in representing the interests of business and universities, ensuring that we work together with the public sector, as we address these challenges.**

The richness and diversity of our business community in the West of England is one of our great strengths. With well-established links to our universities, the West of England has a strong track record in translating academic research into real-world applications. From cutting-edge innovations in advanced engineering to world-class creative media, we are building fast growing companies and high value jobs. Our continued focus on skills and talent through initiatives such as Workforce for the Future and Women into Digital Jobs Employment and Training, will ensure that our economic growth works for all.

Devolution has given us a great opportunity to work more closely with government and we welcome the opportunity to work with them on our Local Industrial Strategy. Our emerging strategy focusses on harnessing our region's innovation to tackle some of the grand challenges we face.

As we look to the future, there will be funding challenges ahead, but the West of England has strong foundations for continued success with our talented workforce, innovative business community and dynamic civic leadership.

**Steve West,  
Chair of West of England  
Local Enterprise Partnership**



**It's two years since the West of England Combined Authority was set up and I was elected as the first Regional Mayor. Since then, I have worked with our constituent councils, businesses and universities, and other partners across the region to address our shared challenges and make the most of the opportunities to drive growth and improve people's lives.**

As Regional Mayor, one of my key ambitions is to improve job opportunities, ensuring that everyone, regardless of their circumstances, can access support to develop workplace skills and fulfil their potential here in the West of England. We are supporting young people to get the best career opportunities through our Careers Hub; improving skills to help people succeed at work with Future Bright; supporting business to prosper via our Growth Hub and attracting new business investment through Invest Bristol & Bath.

Our transport plans focus on long-term, sustainable solutions and we're already investing in getting the region moving. We're improving the Severn Beach line, creating a 'turn up and go' service which takes you from South Gloucestershire to Bristol, Bath and beyond without having to change trains. This will connect more of our communities together. We're also opening new

train stations in Portishead, Henbury, Portway – with more in the pipeline.

We're pushing ahead on some big construction projects too; through our Local Growth Fund we have invested millions, including £32 million at Bath Quays, £64m at Avonmouth and £55m at Temple Quarter. Our region is also leading the way on advances in clean energy – we host the South West Energy Hub and are committing funding to low carbon innovation so that our growth is sustainable.

I also have ambitions for us to become a smart region. I'm incredibly proud that the first major trial of our 5G Smart Tourism project took place at the Roman Baths – with visitors trying out technology which immersed them in the site's rich history. This new technology is a game changer and will help improve the way we live, move around the region and so much more.

**Tim Bowles,  
West of England Mayor**

# DRIVING INCLUSIVE GROWTH

Our economically successful region is home to over 40,000 businesses and one of the highest skilled workforces in the country. We have many high-quality jobs and want to give locally grown talent every opportunity to secure employment in our region by improving skills and encouraging entrepreneurs.



## Adult Education Budget

This year, we have taken control of the region's Adult Education Budget, to help equip adults over 19 with the skills and qualifications needed for life, work, apprenticeships and further learning. This will enable us to target funding in the right way for our region, helping residents reach their potential and ensuring our businesses can find employees with the right skills.

## Future Bright



During 2018/19, we started delivery of Future Bright – a £4m innovation pilot funded by the Department for Work and Pensions. The scheme has already supported over 700 people in work and on

benefits, to improve their job prospects, security and income.

**“The support I’ve received from my career coach has been huge. I finally feel like a role model for my son”**

**Katie**

**£4m**

skills innovation pilot scheme

## Careers Hub

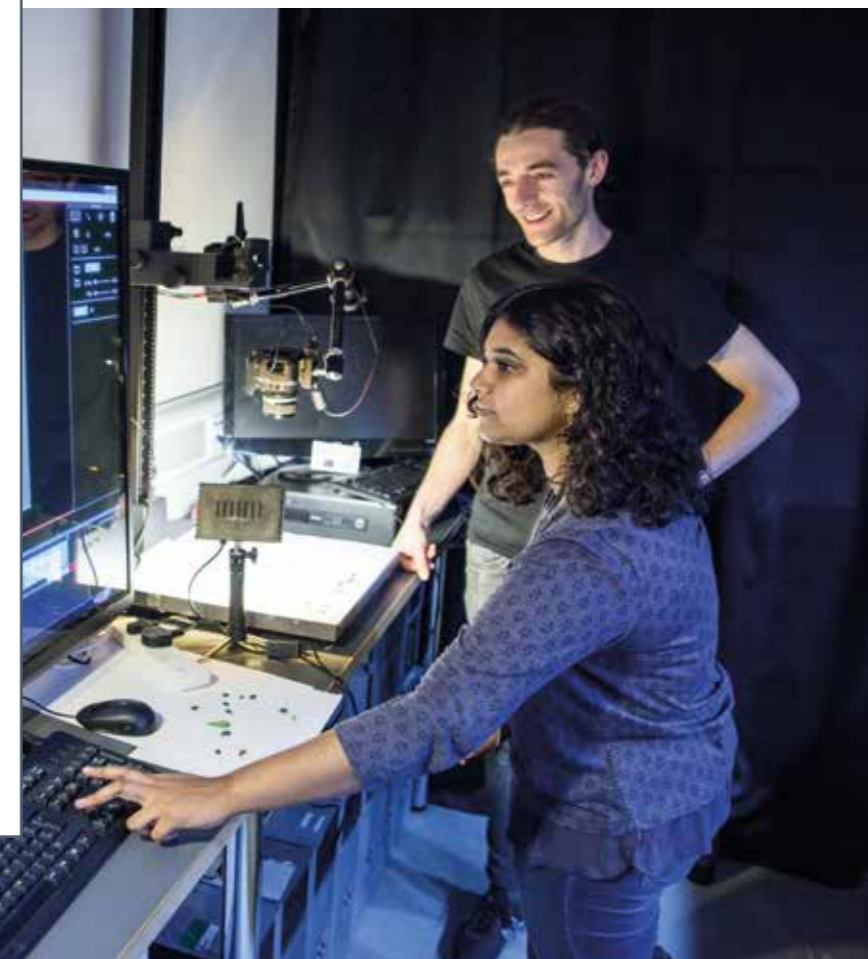
The new West of England Careers Hub is working with schools and colleges across the region to improve career opportunities for young

people. Our team of around 40 Enterprise Advisers works with schools and colleges, sharing their expertise to help improve careers

advice and work experience opportunities for young people.

## WIDJET

In March 2019, we secured £238,000 funding from the Department for Digital, Culture, Media & Sport for a new programme to support women into digital jobs, education and training (WIDJET). The programme launched in Spring 2019 with taster sessions and courses offered in skills including virtual reality, VFX design and software development. We are also planning new Digital Skills programmes for basic and advanced skills, opening up new employment opportunities for our residents.



## Workforce for the Future

In October, we established the new £8m Workforce for the Future fund to support local people facing barriers to employment and encourage more small businesses to invest in training and development. The fund will launch in Autumn 2019.

**£8m**

to support workforce development

## Skills West offers businesses:

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

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



# SUPPORTING THE REGION'S BUSINESSES TO GROW

We encourage entrepreneurs and support businesses of all sizes, helping small and medium-sized businesses to start, grow and flourish. We also encourage high value businesses to invest in our region. We are working to ensure that all businesses have access to the support, skills, new technologies and innovations which drive growth and productivity.



## Investing in employment space



We want to create more employment space that meets the needs of our fast-growing business base. We also want to ensure businesses have access to facilities with research and

innovation activities. This year work started on the new food and drink innovation centre, FoodWorksSW, at the heart of the Junction 21 Enterprise Area in North Somerset. Funded through the Local Growth Fund, it will provide a range of specialist facilities and technical support for food and drink manufacturers across the region.

**£45m**

invested this year through the Local Growth Fund

## Growth Hub

Our West of England Growth Hub offers free and impartial support to small – medium sized businesses, linking them to the best providers to help them invest, export, innovate and grow.

This year, the Growth Hub hosted the region's first Scale-Up Summit, bringing together over 70 entrepreneurs with finance and business growth experts to harness the potential of our high growth businesses.

**5,634**

businesses supported by Growth Hub since 2015



## Encouraging inward investment

Invest Bristol and Bath provides access to relocation support, research, property advice, skills and talent, networks and connections, for businesses looking to relocate to the region.

During 2018/19, Invest Bristol and Bath secured 37 new investments committing to create 1,165 new jobs, and led a successful bid for Channel 4 to locate its new Creative Hub in Bristol as part of the region's vibrant creative industry. Other recent successes include:

- Global IT consultancy delaware is creating up to 50 highly-skilled new jobs following the opening of its new UK client service delivery hub in Bristol in October 2018

- International industrial firm Bocard opened its new nuclear centre of excellence in Bristol in February 2019, creating 30 new jobs, in support of the Hinkley Point C Nuclear New Build team which will employ around 200 people

- International mechanical and electrical services specialist EnerMech will bring 100 jobs to the West of England over the next three years, following the opening of its initial base in Portishead.

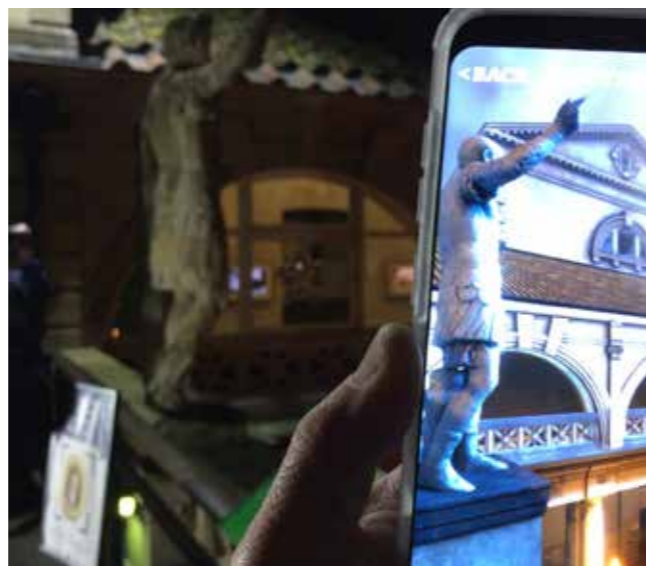
The team also led a delegation of over 20 regional partners to MIPIM – the world's largest real estate investment convention – to highlight key investment opportunities.

## Creative scale-up

In December 2018, the Department for Digital, Culture, Media and Sport announced that the West of England would receive £1.35m as part of its Creative Scale-Up Programme. The two-year programme will enable creative businesses in the region to grow by improving access to expert knowledge and experience as well as supporting businesses through training and advice on securing investment.

# FOSTERING INNOVATION

Home to the cities of Bristol and Bath, we host world-leading clusters in sectors such as aerospace and advanced engineering, financial and professional services, creative and digital. More recently, emerging businesses in areas such as robotics, artificial intelligence, driverless cars and 'Internet of Things' have put down roots here.



## Local Growth Fund

Through the Local Growth Fund we are supporting a number of innovative projects that will drive forward the region's productivity and ensure businesses have access to facilities with research and innovation activities.

Since the beginning of 2018, more than £45 million has been invested in major schemes which have been completed or started in 2018 including £1.3 million to establish a Health Technology Hub at UWE to support a research and innovation centre and £5.7m to support the purchase of Bristol & Bath Science Park as a centre



of excellence for research and development across the region.

Our investment supports our clean growth ambitions through projects including £10m awarded to the Institute for Advanced Automotive Propulsion Systems –

a global centre of excellence, delivering innovation in low-emissions vehicles. We've also invested in the National Composites Centre, which is developing lightweight materials that have the potential to increase carbon efficiency.

## 5G smart tourism

In 2018/19, the region hosted an £8.2m 5G Smart Tourism project to provide valuable insights into how new technology could revolutionise the way we all live, work and move around the region.

Led by the West of England Combined Authority and part-funded by the Department for Digital, Culture, Media & Sport, it brought together 19 organisations and oversaw the creation of a testbed to demonstrate 5G capability, establishing the West of England as a world-leader in the development of advanced fixed and mobile communication systems.



**£8.2m**  
to fund 5G smart tourism initiative

## Local Industrial Strategy

We're one of the first regions in the country to be chosen to develop a Local Industrial Strategy.

Working with government this will set out how our region can achieve its ambition for clean

and inclusive economic growth. This is an opportunity to think long-term and create an innovative vision for the continued success of the West of England.

During 2018/19, we have gathered an evidence base for the Local Industrial Strategy and held a series of workshops with key businesses, community and voluntary sector organisations to develop the strategy.

Alongside the Local Industrial Strategy, we are developing an Employment and Skills Plan to ensure that by 2035 the West of England will be internationally recognised for its sustainable, inclusive and creative economy, providing a high quality of life, prosperity and opportunity for all its residents.



# INVESTING IN INFRASTRUCTURE

**We have ambitious plans to improve infrastructure for all our residents, including transport links and digital connections to unlock the region's full potential.**

We need a transport network that works for everyone, every day and for every journey. We've already allocated millions to kick-start improvements to our busiest transport routes – including rail, road, walking and cycling.

We are investing millions in our regional railway network, increasing services and building new train stations to connect more communities. We will create a sustainable and reliable bus network and offer safe, continuous and attractive walking and cycling routes across the region.

We know our region will keep growing. To meet the needs of the future we're exploring options for a transformational mass transit system linking our region together. We are also investing in our digital infrastructure to create high quality connectivity to enable businesses to improve productivity.



## High-quality new homes

The West of England is the first region in the UK to develop a joined-up planning approach to set out how the region will meet its housing and transport needs over the next 20 years. Our Joint Spatial Plan, led by the four councils of Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire, was submitted to the Secretary of State in April

2018 and is subject to examination by planning inspectors during Summer 2019.

A pioneering new West of England Joint Assets Board has been set up to bring together senior leaders from the public sector to look at how we use public land more efficiently and make more land available for much-needed new homes and employment sites.

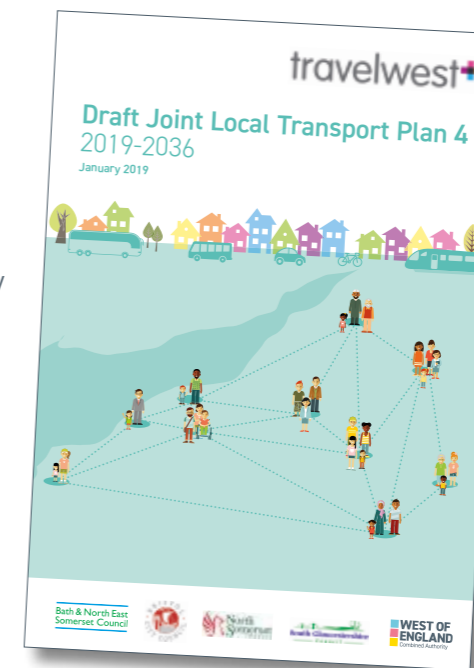
## Digital infrastructure

High quality, effective digital infrastructure with consistent connectivity and speed is key to enabling businesses across the region to improve their productivity and compete. It is also crucial to enabling our residents to access goods and services

and to work flexibly from locations across the region. The recent 5G Smart Tourism showcase demonstrated the application of 5G technology in the region and forms part of our ambitions to develop a Smart Region in the West of England.

## A Joint Local Transport Plan

We have developed a Joint Local Transport Plan (JLTP) which supports our transport aspirations across the region as well as the ambitions of the Joint Spatial Plan. During early 2019, an extensive public consultation on the transport plan, engaged with local residents through face-to-face events and online, resulting in nearly 4,000 consultation responses to inform the further development of the plan.



**4,000**  
consultation responses received

**£10m**  
to support high street regeneration

## Love our High Streets

In November 2018, the West of England Combined Authority agreed to establish a Love our High Streets fund of up to £10m to support high streets across the region. Pilot schemes in Midsomer

Norton, Bath city centre, Twerton, Bedminster and Kingswood will explore new ways of making high streets fit for the future, including increasing footfall, attracting new uses and improving local facilities.

**LOVE OUR HIGH STREETS**



## Clean, green growth

In the West of England, carbon emissions have reduced 30 per cent since 2005, through local renewable energy generation, insulating homes and reducing coal generation while our economy has grown by 30 per cent. This demonstrates that economic growth can go hand-in-hand with decarbonisation.

We know we all need to do more, and achieving clean growth is at the heart of our emerging Local Industrial Strategy. It will increase our productivity, boost earning power and help protect the climate and environment upon which we and future generations depend.

The West of England Combined Authority hosts the South West Energy Hub. This £3.5m project, funded by government, supports projects that reduce energy use and increase clean energy capacity. We're also working with smaller businesses, and in **May 2018** we will launch a £4.2m Low Carbon Challenge Fund to support micro, small and medium-sized business to adopt energy efficiency measures.



# OPERATING FRAMEWORK

Our operating framework sets out our priorities for clean and inclusive economic growth in the West of England.

## Our ambitions

The West of England is a place of growth and innovation, where economic, cultural and environmental diversity is celebrated and forms the foundation of prosperity for all.

We are investing in people and places – including jobs, skills, transport, homes, and digital connections – to ensure we are creating healthy communities where people want to live, work and visit.

We will achieve our ambitions by investing in three priority areas: infrastructure, skills and business.



# REPORTING BACK

## INFRASTRUCTURE FIT FOR THE FUTURE



### Better links to reduce congestion and connect people

Project	Detail	Progress so far
<b>Suburban rail and MetroWest</b>	Develop plan, with Department for Transport, Network Rail and Great Western Railway, to significantly increase rail usage, reducing congestion and improving air quality.	Department for Transport have announced funding to address the gap for MetroWest Phase 1. Both Phase 1 and 2 are progressing well, with Development Consent Orders and planning applications being submitted this summer. Demand study analysis, and associated review of regional facilities will report in May, supporting a 10 year suburban rail delivery plan.
<b>Bristol Temple Meads</b>	Continue to work with Network Rail, Bristol City Council, Homes England and the University of Bristol to produce a master plan for the redevelopment of Bristol Temple Meads station and surrounding Temple Quarter to create a new, improved gateway to the region.	Continue to work with key partners to develop Temple Quarter Masterplan, expected end of 2019.
<b>Roads</b>	Identify a new Key Route Network (KRN) to improve existing transport routes to support new homes and access to employment.	Key Route Network agreed by WECA committee November 2018. Work to develop operational requirements and Joint Transport Asset Management Plan underway.
<b>Roads</b>	Complete business cases looking at:	
	Bath & Somer Valley Enterprise Zone, A37 to A362 Improvements	Outline business case prepared. Anticipate Full Business Case submission in Summer 2020.
	Hengrove Housing Enabling Infrastructure	Full Business Case expected Autumn 2019.
	Unlocking Lockleaze Development	Full Business Case due Summer 2019.
	Hicks Gate Roundabout	Outline business case due Summer 2019.
	Cribbs/Patchway New Neighbourhood Cycling package	Full Business Submitted March 2019 for decision by WECA committee June 2019.

Project	Detail	Progress so far
	Great Stoke roundabout	Full Business Case expected Summer 2019.
<b>Roads</b>	Complete feasibility studies into:	
	Temple Meads Masterplan	Continue to work with key partners to develop Temple Quarter Masterplan, expected end of 2019.
	South Bristol Orbital route	First stage feasibility study complete.
	East of Bath link	Ongoing work on regional strategic priorities as part of a North / South Corridor Study.
	A420 to Bath Highway Improvements (Freezing Hill Lane)	Outline business case being updated.
	Wraxall Road roundabout	Outline business case approved by WECA Committee February 2019 and Full Business Case in development.
<b>Bus strategy</b>	Identify activities to increase bus usage, and reduce use of cars.	Work on the bus strategy is underway.
	Interim report assessing performance of existing and potential supported services, setting out principles, objectives and funding options.	
	Review existing network routes, frequencies, stops and interchanges, looking at potential changes and their impact.	
	Report on future delivery options, including franchising and funding options	
	Develop bus information strategy.	
	Report identifying further smart and integrated ticketing opportunities.	
	Engagement on the Strategy	
<b>Cycling and walking routes (Local Cycling and Walking Infrastructure Plan)</b>	Promote active travel, developing a cycling and walking scheme as part of new Joint Local Transport Plan (JLTP).	Cycling and walking will be considered as part of all key infrastructure projects. Consultation on the Local Walking and Cycling Infrastructure Plan will take place late 2019.

Project	Detail	Progress so far
<b>Integrated Transport Authority functions</b>	<p>As the responsible body, WECA will review and develop arrangements for the following:</p> <p>Bus information including real time information</p> <p>Concessionary travel</p> <p>Community transport</p> <p>Supported bus services (joint power with the constituent councils)</p>	<p>Scoping work for an initial phase of integration has begun and is expected to result in the transfer of core functions, creating a combined team, during 2019 with further transition of transport policy functions to follow.</p>
<b>Transport to support Joint Spatial Plan</b>	<p>Co-ordinate, commission and support business case development for transport schemes required to support the Joint Spatial Plan. This includes completing feasibility studies funded by WECA, incorporating the following:</p> <p>South East Bristol and Whitchurch A4-A37 orbital route (including Hicks Gate roundabout improvements)</p> <p>A37-Bristol Link</p> <p>A4 MetroBus (Bristol to Keynsham MetroBus) and Callington Road Link Orbital Metrobus</p> <p>Hicks Gate park and ride provision</p> <p>A4 Bristol – east Keynsham</p> <p>Avon Mill Lane to A4 link</p> <p>Keynsham rail station improvements</p> <p>Yate strategic corridor</p> <p>A432 MetroBus and strategic cycle route.</p> <p>A432 park and ride</p> <p>Yate station enhancements</p> <p>Winterbourne / Frampton Cottrell bypass</p> <p>A38 (J16, Almondsbury to Falfield) MetroBus and strategic cycle route to Thornbury (and Buckover), including A38 park and ride</p> <p>Charfield rail station</p> <p>M5 J14 improvements</p> <p>Park and rides around Bristol</p> <p>M32 park and ride</p> <p>A4018 park and ride</p> <p>A38(S) park and ride</p>	<p>Summaries of evidence have been produced to support the forthcoming Examination in Public for the Joint Spatial Plan.</p>

Project	Detail	Progress so far
	<p>Bristol urban living package:</p> <p>Walking and cycling package including strategic cycling routes</p> <p>Greater Bristol Bus Network 2</p> <p>** City centre movement</p>	
<b>Joint Local Transport Plan</b>	<p>Consult on, and complete, the Joint Local Transport Plan (JLTP).</p> <p>New programme of transport schemes to tackle existing and future transport issues, and support the Joint Spatial Plan.</p> <p>Bus strategy to increase passenger numbers.</p> <p>Ways of improving air quality and promoting active travel.</p> <p>Innovative approaches and new technology, e.g. driverless cars.</p> <p>Strategic Environmental Assessment to minimise the impact of the JLTP.</p>	<p>Consultation completed. Nearly 4,000 consultation responses received. Plan to be reviewed in light of consultation.</p>
<b>Clean Air Zones</b>	<p>Continue work with Bath &amp; North East Somerset Council and Bristol City Council on emerging Clean Air Plans.</p>	<p>WECA will continue to support this work, noting responsibility for implementing Clean Air Zones sits with the councils.</p>
<b>Sub National Transport Board</b>	<p>Work with partners in the south west to establish a Sub National Transport Body/Board in shadow form based around existing West of England governance.</p>	<p>Working with partners in the wider region to put together an evidence base to support funding bids for nationally significant transport schemes.</p>
<b>Highways England</b>	<p>Agree a Memorandum of Understanding with Highways England to enable greater collaboration and maximise benefits to the travelling public.</p>	<p>Finalising agreements</p>
<b>Network Rail</b>	<p>Memorandum of Understanding to be signed with Network Rail to enable greater collaboration.</p>	<p>Finalising agreements</p>



## Improve national and international connections

Project	Detail	Progress so far
<b>Bristol Airport expansion</b>	Complete BSWEL study including mass transit option for links to airport.	Work underway on Mass Transit proposal. Initial funding for strategic outline business case agreed by WECA committee February 2019. This will look at demand, scope and potential outputs and benefits. Connecting Bristol City Centre, South Bristol and the Airport is one of four key routes being explored.
<b>Mass transit</b>	Study into mass transit routes to serve South Bristol and the airport, A4 corridor to Bath, Bristol East Fringe and Bristol North Fringe. Consider options and next steps.	



## More affordable homes with a range of housing types

Project	Detail	Progress so far
<b>Delivering the Housing Package</b>	Develop joint working programme with Homes England, National Housing Federation and registered providers on new ways of delivering homes including affordable homes.	Strategic partnerships with Homes England and registered providers being established to deliver a programme of affordable housing. There are five Strategic Partnerships covering the West of England: LiveWest Sovereign; Stonewater Guinness; Places for People; Bromford; Curo. LiveWest Sovereign have committed to delivering 50% of their programme in the West of England which will bring over £50M of grant into the area and deliver over 1,000 affordable homes.
<b>Housing Infrastructure Fund</b>	Develop business case to secure full £250m for Bristol Temple Meads to Keynsham A4 corridor and A38-M5 corridor schemes.	£258M HIF bid submitted to Government in March 2019. Decision expected later in 2019.
<b>Delivery and infrastructure investment plan</b>	Prepare delivery and infrastructure investment plan with partners including MHCLG, Homes England, DfT, Network Rail, Highways England, Natural England, Environment Agency.  Establish project management and governance arrangements to develop the plan.	Scoping complete subject to review of pilot sections. Compilation of pilot sections underway, drawing on HIF bid corridor approach, JLTP scheme information and work on Local Plans and WECA's Investment Plan.

Project	Detail	Progress so far
	Agree brief and scope and procure any necessary specialist support. Business case development to target funding streams and investors.	
<b>Development industry panel</b>	Establish a WECA and Joint Committee Panel to look at a range of areas including quality and design of homes, and explore partnership approaches to delivery.	Proposal is for the Panel to be established with support of British Property Federation later this year.
<b>Innovation in building new homes</b>	Explore opportunities for innovative ways of delivering new homes, e.g. off-site manufacturing techniques.	This work will be taken forward by the Joint assets Board and One Public Estate programme which is looking at pilot sites and scaling up off-site manufacturing opportunities.
	Form joint partnerships with new investors, registered providers and Homes England.	Under the Homes England Strategic Partnerships Programme, registered providers have a greater role in land-led development with local authorities and other partners. This will help accelerate delivery and bring in innovative forms of development.
<b>Joint Assets Board</b>	Establish project management and governance arrangements to develop options for a Joint Assets Board.  Agreed approach implemented	Joint Assets Board has been established and terms of reference agreed. 'Work programme being developed to include delivering One Public Estate objectives.
<b>Joint Spatial Plan</b>	Submit to Secretary of State. Programme manage and support the Examination in Public.	The Joint Spatial Plan (JSP) was submitted to the Secretary of State on the 13th April 2018. Examination in public will take place Summer 2019. This is a four council project which is co-ordinated by WECA.
<b>Mayoral Spatial Plan</b>	Develop a Mayoral Spatial Plan  Agree scope and approach to development of Mayoral Spatial Plan  Agree approach to implementation of associated planning powers	This will be scoped following the outcome of the Joint Spatial Plan examination.

## 4

### Employment spaces to meet the needs of all businesses

Project	Detail	Progress so far
<b>Employment space</b>	<p>Develop portfolio of employment space that meets business demand, supporting growth aspirations set out in JSP and JLTP.</p> <p>Close working with unitary authorities, development industry and businesses to identify new opportunities for employment provision, including Enterprise Zones and Areas. To include opportunities for scale-up businesses.</p>	<p>The JSP evidence base has identified the strategic employment planning policy across the region. Our Local Industrial Strategy will reflect this strategic approach and seek to support its implementation.</p>

## 5

### World-leading digital connections across the region

Project	Detail	Progress so far
<b>Digital Strategy</b>	<p>Complete evidence base to support the development of a West of England Digital Strategy.</p> <p>Agree ambitions for regional digital connectivity and identify priority areas for action.</p>	<p>Study completed and will be used to inform Local Industrial Strategy</p> <p>The evidence published to support the Local Industrial Strategy in February 2019 included an initial assessment of digital infrastructure need within the West of England. We will use this to support our ambitions to become a smart region.</p>
	<p>Lead bid for Local Full Fibre Network Challenge Fund Wave 3.</p>	<p>Whilst this bid was unsuccessful, WECA will continue to prioritise activity and investment in digital infrastructure</p>
	<p>Lead bid for 5G Connected Cities funding.</p>	<p>Whilst this bid was unsuccessful, the 5G Smart Tourism project was successful and WECA will continue to prioritise activity and investment in digital infrastructure</p>

## WORLD CLASS SKILLS

## 1

### Improving skills and knowledge supply to meet existing and future demands

Project	Detail	Progress so far
<b>Future Bright</b>	<p>Deliver Future Bright, a project to improve the job prospects of 3000 people in low paid, low skilled employment and promote good employment practice in the region</p>	<p>Project continues to engage an increasing number of residents. Focus on quality rather than quantity given the complexity of barriers to improving job prospects and earnings. Marketing and communications campaign is driving increased numbers.</p>
<b>Partnerships</b>	<p>Build and maintain partnerships with national associations and Government, to attract funding</p> <p>Build on regional partnerships with universities, colleges, further education providers, multi-academy trusts and schools to help us better plan our education, employment and skills system – to benefit residents and employers.</p>	<p>Engagement continues around key projects – Careers Hub, Adult Education Budget and Future Bright with Department for Education and Department for Work and Pensions.</p> <p>Regional Employment and Skills Plan being developed with support of Skills Expert Group and to align with Local Industrial Strategy.</p>
<b>Sector skills development</b>	<p>Develop proposal to improve digital skills, working with Institute of Coding and other partners.</p> <p>Develop proposals for a local Digital Skills Partnership, working with Department for Digital, Culture Media and Sport.</p> <p>Work with Construction Industry Training Board on regional action plan to improve construction skills and availability of workforce.</p>	<p>Funding secured for Women Into Digital Jobs, Education and Training (WIDJET). Digital skills are a key focus of emerging Talent Institutes proposals.</p> <p>This work is being taken forward as part of the Regional Employment and Skills Plan</p> <p>WECA continues to build a strategic alliance with CITB with the prospect of new funding bids to support construction skills development.</p>
<b>Skills capital plan</b>	<p>Allocate remaining funds for skills from the Local Growth Fund</p> <p>Develop a long-term skills capital investment plan (aligned with post 16 plan).</p>	<p>All remaining funds allocated</p> <p>This work is being taken forward as part of the Regional Employment and Skills Plan</p>



Project	Detail	Progress so far
<b>Skills Innovation Fund</b>	Develop proposals for a Skills Innovation Fund to support innovative ways to improve skills, linked to key business need.	£8m fund in place, now known as Workforce for the Future. Programme details being developed with expected launch Autumn 2019.
<b>Apprenticeships and technical education</b>	Develop plan to increase numbers of apprentices in key sectors from all communities, particularly at higher levels (level 4 and above).	This work is being taken forward as part of the Regional Employment and Skills Plan
	Develop a regional proposal to maximise the potential of the apprenticeship levy.	This work is being taken forward as part of the Regional Employment and Skills Plan
	Develop co-ordinated approach to technical education reforms, including support for a regional Institute of Technology bid.	WECA will work with the new South West Institutes of Future Technologies (SWIFT) to ensure effective co-ordination across the region, maximising its value to businesses and residents.
	Develop new project to support apprenticeships, working with Careers and Enterprise Company.	Secured £220k to launch West of England Careers Hub with ambitious plans for expansion in 2019
	Work with Apprenticeship Ambassador Network including youth network, and Bristol Black and Ethnic Minority Apprenticeship pilot.	Project underway, led by Bristol City Council
	Complete Apprenticeship Grant for Employers project.	Remaining funds allocated to councils for allocation
<b>Adult Education Budget</b>	Develop implementation plan for AEB devolution for 19/20	Systems and processes for 19/20 transition year in place. Application process launched and final allocation to be agreed by WECA committee in June 2019.

## 2

### A joined-up education, employment and skills system that meets the region's business needs

Project	Detail	Progress so far
<b>West of England skills plan</b>	Develop a long-term plan for employment and skills, including a specific post 16 plan.	Regional Employment and Skills Plan currently in development, aligned with Local Industrial Strategy. Consultation on the plan will take place in June 2019 before being considered by Joint Committee in July 2019.
<b>Graduate retention</b>	Develop proposals to increase graduate retention, working with universities and business.	This work is being taken forward as part of the Regional Employment and Skills Plan

## 3

### A joined-up education, employment and skills system that meets the region's business needs

Project	Detail	Progress so far
<b>Careers initiative</b>	Review careers advice and guidance and develop proposals to improve this in our region, working closely with partners.	West of England Careers Hub launched 2018. Further activity will be taken forward as part of the Regional Employment and Skills Plan
<b>Labour market intelligence</b>	Work with business and other partners to identify future workforce needs to help inform local people's learning and career choices	Extensive evidence base developed and published as part of Local Industrial Strategy and will be taken forward as we develop the Regional Employment and Skills Plan.
<b>Careers Enterprise Company</b>	Host Enterprise Co-ordinators, working for Careers Enterprise Company. Develop regional proposal for a Careers Hub.	Secured £220K to launch West of England Careers Hub. Additional Enterprise Advisers recruited. Cornerstone employers secured to support activity. Ambitious plans to expand in 2019.

Project	Detail	Progress so far
<b>Work &amp; Health Programme</b>	<p>Work with Department for Work and Pensions and local providers to ensure local people can access support through the Work and Health Programme.</p> <p>Explore opportunities to develop closer links with health and wellbeing activities, working with key partners including councils and NHS.</p>	<p>Engagement continues around key projects including Future Bright and opportunities for further partnership working will be explored as part of the Regional Employment and Skills Plan and Local Industrial Strategy.</p>
<b>Overcoming barriers to employment</b>	<p>Develop proposals to support local people facing barriers to employment.</p> <p>Produce proposals to support those further from the labour market, and develop further bids to European Social Fund.</p>	<p>Future Bright continues to support local residents. £4.5M Skills Innovation Fund in place. Programme details being developed with expected launch Autumn 2019.</p>

## BUSINESSES THAT SUCCEED



### Helping businesses to start-up, grow and flourish

Project	Detail	Progress so far
<b>Growth Hub</b>	Develop and implement improved ways of working for the Growth Hub.	The Growth Hub is expanding to deliver more services for small and medium sized business, including regular In Residence days and drop in clinics across the Region's Enterprise Zones and areas. Also organised first Regional scale-up summit, drawing together providers and businesses to raise awareness and broker support.
<b>Investment promotion</b>	<p>Work with current and new businesses to support job creation and economic growth in line with regional objectives.</p> <p>Promoting the region at a series of events, including trade fairs and expos.</p> <p>Promoting the region to potential investors.</p>	<p>Invest in Bristol and Bath has continued to build up a steady flow of investment interest throughout the year. Notable successes include Channel 4 Creative Hub, Boccard, Delaware and Latacore.</p> <p>We have successfully showcased the Region at a number of events including MIPIM, Farnborough, Los Angeles (aerospace), Paris (creative showcase linked to Channel 4. Continued work to stimulate investment demand and manage large scale enquiries.</p>
	Commission review of Invest Bristol and Bath.	Review complete, recommendations developed and approved by West of England Joint Committee. This is being taken forwards as part of wider Business and Skills Directorate business plan
<b>Supporting scale-up</b>	Develop options to provide suitable employment space for growing businesses.	Growth Hub held first 'Scale-up Summit' in March 2019. Opportunities for providing scale-up space are being considered as part of the Talent Institutes feasibility work.

Project	Detail	Progress so far
	Explore options for a business grant scheme to support scale-up companies, to complement ongoing Growth Hub activity.	Successfully secured £1.35m from Department for Digital, Culture Media and Sport to run a scale-up programme for the Creative Industries to be launched later this year.
	Develop and implement a business engagement programme for strategically-important businesses.	Growth Hub held first 'Scale-up Summit' in March 2019. Ongoing engagement through Growth Hub and Invest in Bristol and Bath.

## 2 Supporting businesses to make the most of export opportunities

Project	Detail	Progress so far
<b>Business support</b>	Ensure Growth Hub supports business seeking to export and grow.	As part of its role Growth Hub continues to signpost businesses looking to export and grow, linking them with existing provision (including Business West).
<b>Increasing export</b>	Investigate options to improve export/trade support activity.	We are also exploring ways to better align our export and inward investment activity, to maximise the value of our engagement with international markets.
<b>Overseas promotion</b>	Investigate opportunities to jointly promote export for business in the region.	We have successfully showcased the Region at a number of events including MIPIM, Farnborough, Los Angeles (aerospace), Paris (creative showcase linked to Channel 4). Continued work to stimulate investment demand and manage large scale enquiries.

## 3 Supporting an innovative economy

Project	Detail	Progress so far
<b>Enable investment and innovation</b>	Support the expansion of facilities that enable innovation and collaboration e.g., Science Park 2, National Composite Centre.	A number of high quality proposals received for Talent Institutes. These are being worked through and aligned with the emerging Local Industrial Strategy.

Project	Detail	Progress so far
	Encourage research and development and innovation to industrialise here through greater partnership with the universities.	Expression of interest for ERDF Innovation programme agreed by ESIF committee and invited to full bid. Project will support SME investment in innovation.
	Support sectors to develop proposals that will help drive growth in and into the region.	This is being progressed more generally as part of the Talent Institutes work. A number of funding bids to support SME innovation are also in development.
<b>5G Test Bed and Trial</b>	To deliver the Smart Tourism 5G test bed project	Successful pilot project completed involving a number of partners across the region. (See Story Page X)
<b>Energy strategy</b>	To develop and agree an Energy Strategy to set priorities for a resilient, low carbon and affordable local energy system.	Strategy agreed at Committee. Further work underway with the councils to develop implementation plan

## 4 Protecting and promoting our region's culture

Project	Detail	Progress so far
<b>Cultural Strategy</b>	Agree an approach to supporting cultural development in the West of England that will support economic growth and benefit everyone in the region	Evidence base completed. Further work will align with Local Industrial Strategy.

## CORPORATE SERVICES



## Support the organisation to deliver its business plan

Project	Detail	Progress so far
<b>Industrial Strategy</b>	Co-produce and agree a Local Industrial Strategy for the West of England, working with regional partners and Government. This will enable us to build on our region's strengths to deliver our ambition for clean and inclusive economic growth	Evidence base published February 2019. Engagement sessions continue to inform emerging Strategy with a target date for publication of Summer 2019.
<b>Business Plan</b>	Track progress and manage performance	Quarterly progress updates provided to WECA and Joint Committee and Monitoring & Evaluation Framework in place
<b>Committee Support</b>	Administer the West of England Combined Authority and Joint Committee meetings, Audit Committee, Scrutiny Committee and Advisory Boards	Democratic Services function in place to administer all committees and LEP Board
<b>LEP Board Support</b>	Administer the West of England Local Enterprise Partnership Board	Democratic Services function in place to administer all committees and LEP Board
<b>Regional Partnership Board</b>	Establish a Regional Partnership Board to provide a regular forum for public organisations responsible for the delivery of strategic infrastructure schemes in the West of England	Setting up first meeting of Capital Delivery Board
<b>Public Enquiries</b>	Manage all enquiries from the public, including Freedom of Information requests, complaints and subject access requests	Process in place supported by Democratic Services
<b>ICT and Workplace</b>	Ensure that technology and office space meets the ongoing requirements of the organisation.	Discussions underway with new ICT provider to deliver ICT and Transactional Support Services, anticipated solution to be in place by end 2019.
<b>Information and Records Management</b>	Ensure that information is managed appropriately and that key records are identified and retained in accordance with legislation	Appropriate systems and process in place

Project	Detail	Progress so far
<b>Risk Management</b>	Manage corporate risk framework to ensure that key risks are identified, mitigations agreed and activity monitored	Risk Management Framework in place
<b>Communications</b>	Communications and engagement activity to support the business plan	Ongoing activity.
<b>Human Resources</b>	Developing a workforce plan to ensure that WECA has the right resources and skills to deliver now and into the future	Workforce plan in development.
<b>Human Resources</b>	Build the organisation through successful recruitment to key posts	Key recruitment completed.
<b>Human Resources</b>	Develop a robust staff performance management framework linked to overall objectives, with supporting staff policies and procedures	Performance management process in place.
<b>Finance</b>	Effectively manage budgets and investment.	Regular reporting to committees throughout the year.
<b>Finance</b>	Continue to develop internal corporate governance processes	Annual Governance Statement published July 2018.
<b>Finance</b>	Incorporating new powers, funding streams and opportunities with appropriate financial governance arrangements.	Several new funding streams received during the year. Work underway to integrate management of funding streams to ensure consistency and strong governance

# LOCAL ENTERPRISE PARTNERSHIP DELIVERY PLAN

**The West of England Local Enterprise Partnership (LEP) is the voice of business and universities into the West of England Combined Authority.**

The Combined Authority and the LEP are working with Government to develop a Local Industrial Strategy to deliver on our region's ambition to be a driving force for clean and inclusive growth. This is an important opportunity for the West of England, and we are working with the business community

to ensure that the strategy reflects the views and priorities of businesses.

Through the LEP, we are funding projects that are benefiting businesses, schools, colleges, universities and residents across the region.

## Local Growth Fund

Through three competitive Growth Deal funding rounds, the West of England LEP secured a total of £202.1m from the government's

Local Growth Fund that is being invested in the West of England from 2015 – 2021. This funding will be matched by over £200m of

additional investment from local partners and the private sector, and together will create over 9,000 jobs. The fund is capital only.

Local Growth Fund	To date	2019/20	Total planned to 2020/21	Total planned by 2024/25
Jobs created	2,143	1,505	5,262	9,000
Funding	£131,800,000	£359,000,000	£202,100,000	£20,100,000
Private Sector Match Funding	£22,500,000	£6,400,000	£44,100,000	£44,100,000
Public Sector Match Funding	£104,200,000	£29,500,000	£204,300,000	£204,300,000
Total Match Funding	£126,700,000	£35,900,000	£248,400,000	£248,400,000
Homes enabled	0	273	273	1,578
New learner provision (m <sup>2</sup> )	19,661	11,713	31,374	31,374
New learners benefitting	2,711	2,752	7,306	9,356

## Growth Hub

The West of England Growth Hub helps businesses in Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire to start, innovate, grow and thrive. It does this by encouraging businesses to support and collaborate with each other.

In addition to this, the Growth Hub team offer up to 12 hours free support either over the phone or face-to-face. Growth

Hub services are free to all businesses in the West of England.

To date, the Growth Hub has supported 797 businesses. The Growth Hub is hosted

by the West of England Combined Authority and Local Enterprise Partnership and is funded by the Department for Business, Energy and Industrial Strategy.

Growth Hub	To date	2019/20	Total planned by 2020
Grant Funding	£328,000	£328,000	£656,000
Public Sector Match Funding	£1,350,000		£1,350,000
Total Funding	£1,678,000	£328,000	£2,006,000

## Invest Bristol + Bath

Invest Bristol + Bath is the investment promotion agency for the Bristol and Bath region, part of the West of England Local Enterprise Partnership and supported by the region's four Local Authorities. We support foreign direct investment, UK national companies and those companies already in the region as they grow and expand, with hands on advice and intelligence.

Invest in Bristol and Bath	To date	2019/20	Total planned by 2020
Businesses supported	238	35	273
Jobs created	6,647	1,150	7,797
LEP Funding	£3,700,000	£1,300,000	£5,000,000
Total Match Funding	£0.0	£0.0	£0.0
Investment leads generated	671	180	851

## Careers Enterprise Company

The Careers Enterprise Company provides funding support for West of England Enterprise Adviser Network and the Careers Hub which are managed by the West of England Combined Authority and Local Enterprise Partnership.

The Enterprise Adviser Network is a team of around 40 business people who work with schools and colleges, sharing their expertise to help improve careers advice and

work experience opportunities for young people.

The Careers Hub works with 25 schools and colleges from across Bristol, Bath & North East Somerset, South Gloucestershire and North

Somerset. The schools and colleges are supported to improve careers opportunities and work experiences for young people, allowing them to make more informed choices about their careers.

Careers Enterprise Company	To Date	2019/20	Total planned by 2020
Grant Funding	£253,000	£193,000	£446,000
Public Sector Match Funding	£75,000	£23,000	£98,000
Total Funding	£328,000	£216,000	£544,000

### South West Energy Hub

The West of England Combined Authority is the host and accountable body for the South West Energy Hub which supports organisations across the wider South West of England to identify, develop and implement projects that reduce energy use and increase clean energy capacity. This could include:

- energy efficiency retrofit for homes, business and the public sector
- energy infrastructure for new development or improvements in construction standards
- renewable or low carbon heat and electricity generation

- distribution network improvements above standard investment processes including smart grids and storage
- heat networks and heat recovery

- energy supply or refuelling for low carbon vehicles.

The South West Energy Hub receives £1.03 million funding from Government over a 2-year period (2018-2020).

South West Energy Hub	To date	2019/20	Total planned by 2019/20
Funding	£1,000,000	£2,400,000	£3,400,000
Private Sector Match Funding			£3,000,000
Public Sector Match Funding			£3,000,000
Total Funding	£1,000,000	£2,400,000	£9,400,000

### Low Carbon Challenge Fund

The Low Carbon Challenge Fund (LCCF) will support the shift towards a low carbon economy. It is a £4.2m fund, with £2.1m European Regional Development Fund (ERDF) grant. LCCF is managed by the West of England Combined Authority (WECA), reporting to the Ministry of Housing, Communities & Local Government.

Low Carbon Challenge Fund	Total planned by 2022
Businesses supported	130
Grant Funding	£2,100,000
Private Sector Match Funding	£2,100,000
Total Funding	£4,200,000

### Workforce for the Future (formerly Skills Innovation Fund)

Workforce for the Future will improve skills to benefit residents and businesses across the region. It is a £4.5m fund, which will support a further bid for £4m from the European Social Fund to create an overall £8.5m pot, for activities to link small and medium-sized businesses with the

right talent, creating new employment opportunities for residents.

Workforce for the Future	Total planned by 2022
Businesses supported	400
Grant Funding	£4,500,000
Public Sector Match Funding	£4,000,000
Total Funding	£8,500,000

### Women Into Digital Jobs, Education and Training (WIDJET)

Women Into Digital Jobs, Education and Training (WIDJET) works with women across the region, providing digital skills and training from entry-level taster sessions through to high-level industry specified courses. Participants can take part in a range of skills courses, training or seminars designed

directly with business needs in mind, with the aim of them securing jobs in digital roles. The programme is

supported by £238,000 from the Department for Digital, Culture, Media & Sport (DCMS).

Women Into Digital Jobs, Education and Training*	To date	2019/20	Total planned by 2020
Grant Funding		£112,000	£112,000
Match Funding	£0.0	£238,000	£238,000

# INVESTMENT IN OUR REGION

This map is a snapshot of current projects with many more pending subject to business cases.



This map is indicative and not to scale.

Funding for projects includes a mix of funds already awarded and proposed funding allocations, the detail of which is yet to be confirmed.

West of England  
**LOCAL  
ENTERPRISE  
PARTNERSHIP**



 **WEST OF  
ENGLAND**  
Combined Authority



APPENDIX 2

<b>WECA Corporate Risks May 2019</b>			
<b>Category</b>	<b>Risk Description</b>	<b>Risk Impact</b>	<b>Mitigation</b>
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.
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.
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
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

Category	Risk Description	Risk Impact	Mitigation
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
Legal & Governance / Delivery	There is a risk that processes and procedures are not in place to support devolution fo 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. A project team has been 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
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
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.
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
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

