

WEST OF ENGLAND JOINT COMMITTEE

4 October 2019

REPORT SUMMARY SHEET

BUSINESS PLAN 2019/20 – QUARTER 2 PROGRESS REPORT

Purpose

To provide an update on progress in delivering the West of England Combined Authority business plan for 2019/20 during the quarter 2 period (July – September 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, as well as the enabling corporate activities.
- * Regular reporting on progress in delivering the Business Plan is a key element of the Combined Authority's overall performance management and reporting framework, which is reviewed annually with Government.
- * The detail of the latest 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 second quarterly update on delivery of the 2019/20 Business Plan.

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

DATE: 4 OCTOBER 2019

**REPORT TITLE: BUSINESS PLAN 2019-20 – QUARTER TWO
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 Joint Committee on progress in delivering the West of England Combined Authority Business Plan for 2019/20 covering the quarter two period, July to September 2019.

Recommendation

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

Background / Issues for Consideration

- 2.2 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 annually with Government.
- 2.3 A detailed annual report covering activity in the business plan for 2018/19 was provided to WECA and Joint Committee on 14th June 2019.
- 2.4 The second quarterly report for the 19/20 financial year is provided at Appendix One. This covers the period 1st July 2019 to 31st September 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.

2.5 The West of England Local Industrial Strategy (LIS) was published on 19th July 2019 and the next steps identified in this strategy have been appended to the 2019/20 Business Plan. Work is underway on a detailed LIS implementation plan which will inform the Business Plan for 2020/21.

2.6 The Business Plan for 2020/21 will be developed in parallel with the budget and brought to the Committee meetings in January 2020.

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 Two to this report. As required by WECA's Risk Management Framework, 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 Equality Impact Assessments for individual projects and activities identified in the plan will be undertaken as appropriate through the project assurance process.
- 6.4 A report setting out how WECA is monitoring progress with regards to its equality duties will be brought as part of the annual progress report.

Finance Implications, including economic impact assessment where appropriate:

- 7 Activities within the 19/20 business plan are covered from existing budget allocations. 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 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 Two 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 Quay, Bristol BS1 6EW; 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 July 2019 to 31st September 2019. It also highlights upcoming activities. Where activities are specifically for WECA, Joint Committee, or both, this is indicated.

BUSINESS AND SKILLS

The Business & Skills Directorate continues to deliver a wide variety of projects across the region, totaling more than £40m (excluding on-going services), and is making significant progress against its objectives in the Business Plan. Since the last quarterly update, new projects and initiatives have moved from pipeline to 'live', including the Low Carbon Challenge Fund and Creative Scale-Up.

The Directorate played an important role in helping shape the Local Industrial Strategy (LIS) and its focus on Business and Skills objectives and, following the LIS adoption, the Directorate will actively focus on its implementation.

BUSINESS

Key achievements this reporting period

WECA

- A further £250k secured towards the £2.5m Research and Innovation Challenge Fund (RICF). Full bid submitted to the European Regional Development Fund for the balance of funding. If secured, the RICF will award grants for SMEs to undertake research and innovation activities.
- 'Talent Institutes' feasibility report complete and project re-profiled to ensure strong alignment with the LIS. A number of individual projects being progressed, including a Digital Engineering Technology Institute.
- Work on-going to develop the West of England as a 'Smart City' Region:
 - The second and third meetings of the West of England Smart Alliance took place during the quarter, with alliance members agreeing ways of working in a Smart Alliance Compact
 - A 5G user trial took place the Bristol Harbour Festival, with 650 attendees able to simultaneously stream high definition (4K) video across an enhanced 5G network; a technically complex feat. As a result of this, a 5G Smart Tourism project partner is in discussion to develop an immersive (Augmented Reality/Virtual Reality) experience at a globally significant awards ceremony
- Launch of the £3.4m Low Carbon Challenge Fund, offering grants to SMEs for a variety of low carbon products and services. Full applications can be submitted between 1st July and 1st November 2019.

Joint Committee

- Invest Bristol and Bath continues to work on targeted campaigns to generate quality inward investment leads for the region, including promoting South West Aerospace at the Paris Airshow and organising a joint visit to the US with Department for International Trade, Universities, Bristol City Council and a trade delegation of technology businesses.

The Growth Hub, which supports businesses throughout the region to innovate, grow and thrive, continues to expand its outreach under its new 'medium intensity' model. During the quarter the Growth Hub provided face-to-face business support to over 100 SMEs and completed a trial, working alongside HMRC, to identify and support SMEs in the region looking to 'scale.' Discussions continue with Be the Business on strategic

priorities and future partnership working, and roundtable held with Be the Business and SMEs to discuss barriers to adoption of digital technologies.

Issues to note

WECA & Joint Committee

- Long-term funding commitments would enable a more proactive approach to delivering future projects and programmes in line with the LIS.

Upcoming activity in the next quarter

WECA

- Business Case for a Digital Engineering Technology Institute submitted to WECA, as an early deliverable against the Local Industrial Strategy.
- Outcome of funding bid to the European Regional Development Fund, for the Research and Innovation Challenge Fund. If full funding is secured the project is scheduled to start in early 2020.
- First grant awards to be made in October 2019 for the Low Carbon Challenge Fund.

Joint Committee

- Launch 'Creative Scale-Up', a £1.35m programme funded by DCMS to provide targeted support to 100 creative sector businesses.
- Growth Hub:
 - Launch of Be the Business mentoring programme to connect local and national mentors with SMEs to support their growth (committed to 100).
 - Development of a second business trial with HMRC to identify productivity challenges with local businesses and direct to Growth Hub for support.
 - 'Better Business for All' training and workshops with regulators to increase engagement with migrant business communities.
- Invest Bristol & Bath:
 - Aerospace Sector Specialist visiting the Urban Air Summit at Farnborough, speaking at the CAMX conference in Los Angeles, visiting the DSEI (Defence Security Equipment International) conference in London, and speaking at the Advanced Engineering Conference at the Birmingham NEC.
 - Following a programme of work with Channel 4, they will be moving in to their Bristol office.
 - Working with (LV) London Victoria on the launch of their data science hub in partnership with the University of Bristol.
 - Working with DIT, the HPO (High Potential Offer) in Robotics will be launched in November.

SKILLS

Key achievements this reporting period

WECA

- Adult Education Budget - allocations made at WECA Committee on 14th June 2019. Grant funding process now complete in line with WECA assurance levels, provider induction complete, start of devolved delivery with first and second payments (August & Sept) made to providers.
- WECA Investment Funding (c.£4m) secured for 'Workforce for the Future', to improve direct business involvement in skills planning, training and education, mentoring, inspirational activities and workforce planning. Match funding from the

European Social Fund should be confirmed shortly.

- Business Case for £0.5m development funding to support this regions Institute of Technology approved at June's WECA Committee meeting.
- 'Talent Institutes' feasibility report complete, and the project re-profiled to ensure strong alignment with the LIS. A number of individual projects being progressed, including a Digital Engineering Technology Institute.
- Submission of Full Business Case to the Investment Fund for 'Future Bright Plus,' to continue the project for a further three years. Future Bright Plus will reach 4000 people to support their career progression and life opportunities. The project aligns with both the Employment and Skills Plan and Local Industrial Strategy.

Joint Committee

- The Careers Hub, following the award of further funding, has expanded its reach and now works with all 76 secondary schools, colleges and special schools across the West of England.
- The Employment and Skills Plan (ESP) adopted by Committee and aligned to the Local Industrial Strategy. The ESP has five strategic objectives to ensure the region continues to deliver the employment and skills opportunities to enable the region to thrive.
- Women into Digital Jobs, Education and Training – courses delivered by funded partners. Over 150 participants to date, with the overall project aiming to reach 350 participants.

Issues to note

WECA & Joint Committee

- Long-term funding commitments would enable a more proactive approach to delivering future projects and programmes in line with the LIS.

Upcoming activity in the next quarter

WECA

- Adult Education Budget – various activities including:
 - Monitoring devolved delivery and meeting with providers to support preparation for the mid-year reconciliation point
 - Developing processes for the 2020/21 funding allocations
 - Continuing joint work with colleagues from other Combined Authorities/GLA and DfE/ESFA
 - Integration of AEB with other WECA projects/funded services and alignment with Local Industrial Strategy and Employment and Skills Plan.
- European Social Fund match funding secured for Workforce for the Future and programme launched.
- Outcome known for the Future Bright Plus Full Business Case.
- Business Case for a Digital Engineering Technology Institute submitted to WECA Committee, as an early deliverable against the Local Industrial Strategy.
- Business Case for Careers, Education, Information, Advice and Guidance (CEIAG) research and improvement study going to October WECA Committee.

Joint Committee

Continued implementation planning for Employment and Skills Plan. West of England Skills Advisory Panel established to oversee strategic implementation of the Plan.

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. 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 of management and delivery structures for overseeing the development of a Bus improvement programme has progressed with the first meeting of a Bus Infrastructure Board. Funding for extending the Bus Strategy commission has been agreed with a revised date for public consultation on key principles by early 2020. The development of MetroWest Phase 1 and 2 and Portway Park & Ride station continues whilst early feasibility work has started on a new station for Charfield.

Key achievements this reporting period

WECA

- Phase 1 of bus strategy review completed and additional funding agreed for phase 2
- Commenced development of bus infrastructure clarification and funding options to support commercial investment by operators. First stage funding allocations developed and corridor prioritization and costing commenced.
- Further development of brief for stage 2 of Mass Transit study.
- Shortlisted status achieved for expression of interest submitted to Department for Transport for a regional Future Mobility Zone
- Western Gateway Major Road Network bid to the Department for Transport for two schemes in South Gloucestershire endorsed and submitted
- Outline Business Case for MetroWest Phase 1 approved
- £100k awarded to develop a Full Business Case for the Local Cycling & Walking Infrastructure Plan

Joint Committee

- One year since launch of M2 metrobus route (September 2018)
- Development Consent Order for the rebuilding of the Portishead Line submitted to the Planning Inspectorate at the end of September 2019
- Analysis of 4,200+ responses to the Joint Local Transport Plan 4 (JLTP4) completed

Issues to note

WECA

- Consultation on key principles for bus strategy now scheduled for early 2020.

Joint Committee

- Final version of the JLTP4 to be adopted January 2020.

Upcoming activity in the next quarter

WECA

- Commence development of mass transit strategic outline business case
- Bus strategy phase 2 – completion of network review for inter-urban corridors, Bath and Bristol city centres, options for rural areas, patronage forecasting, operating framework options and second stage of operator engagement. Preparation of public consultation

documentation on key principles.

- Refinement of initial infrastructure packages for metrobus consolidation project and background bus network corridors, preparation of business cases and provisional funding allocations/sources.
- Commencement of park and ride appraisal work-stream.
- The Greater Bristol Area Rail Feasibility Study has been received in draft. The accompanying Quick Wins report has identified a range of station enhancements. These are being worked up into a programme of schemes to be reported to the Committee in December 2019.
- WECA to assume responsibility for the promotion and delivery of MetroWest Phase 2 from South Gloucestershire Council, subject to review and appropriate update of the Development Services Agreement with Network Rail.

Joint Committee

- Consultation report on response to the JLTP4 to be produced. JLTP4 to be revised following consultation responses for adoption in early 2020.

HOUSING & PLANNING

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

- The Joint Assets Board (JAB) is now well established and has been recognised as an exemplar by Cabinet Office and LGA. Strong progress has been achieved with the One Public Estate (OPE) projects, which includes the largest community-led housing scheme in the country (Southmead).
- Various MMC (Modern Methods of Construction) trials have been instigated and are being co-ordinated by WECA to determine a regional strategy for this innovation. Funding has been secured for the Housing Festival, which is an element of this and will provide additional profile for the region/WECA.
- Homes England have agreed in principle to a West of England Strategic Partnership and this work is currently being scoped.

Joint Committee

- The Joint Spatial Plan progressed to first stage of Examination hearings, with project management support, plus co-ordination of hearing statements and other hearing session preparation. The next steps for the process have been set out by the Inspectors in their second letter.
- Housing Delivery Board have secured agreement with CURO to invest £24m in the West of England to deliver over 340 Affordable Homes in the next 5 years.

- WECA have been allocated as mentors through the National Infrastructure Commission Cities Programme on Joint working and integrating planning and transport planning. Officers attended workshops with the National Infrastructure Commission and a peer review with an Authority.
- Work on the West of England Joint Green Infrastructure Strategy was presented (in draft) at the Local Nature Partnership Nature Recovery Networks (NRNs) launch event on 6th June 2019. The strategy incorporates the work of the LNP on NRN, and other partners including Bristol Avon Catchment Partnership, Natural England and the Environment Agency. Through the development of the Joint GI Strategy the authorities will deliver a joint approach to mapping and valuing GI in the West of England, understanding the multi benefits for people, places and the natural environment. This work is helping to promote sustainable inclusive growth and climate resilience and will feed into the delivery of the Local Industrial Strategy priorities.
- The Authorities are also working closely with DEFRA to meet the objectives of the 25-year Environment Plan and future Environment Bill locally, and further outline the importance of the natural environment in addressing the climate emergency. A key element of this is working with Natural England to understand and progress work to incorporate mandatory biodiverse net gain into future development.

Issues to note

- Joint Spatial Plan: a response to the Inspectors letter is being considered by the Unitary Authorities.
- 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

- The West of England Placemaking project will deliver a work programme to promote a culture of design excellence in the West of England through 2019/20. The work programme will include the development of the West of England Placemaking Charter with engagement from stakeholders, a training and development programme to support officers and elected Members in understanding the role of design in the planning process, and will investigate options for the potential of a Placemaking Champion to advocate and promote the aspirations for high quality development in the sub region.
- Progress coordination of Strategic Masterplanning.

Joint Committee

- Continue to support the UAs through the Joint Spatial Plan Examination process
- 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)
- Ensure the outputs from the Housing Festival and used to develop a West of England MMC Strategy.
- The Joint Assets Board will commission work on a West of England Estates

Strategy, with an element of this being, a regional approach to the development of 'small sites'.

- Respond to the anticipated OPE8 bidding opportunity, via the Joint Assets Board.

CORPORATE SERVICES

A £350m WECA Investment Programme, covering the period up to March 2023, was approved by the WECA Committee in July 2019. This programme details packages of projects under each strategic theme of the WECA Operating Model. West of England Local Industrial Strategy published in July 2019. Good progress continues to be made in improving returns from investing cash balances and preparations are well underway for the transfer of WECA ICT hardware and systems to a new provider later this calendar year.

Key achievements this reporting period

WECA

- Four-year, £350m, Investment Fund approved by WECA Committee in July 2019
- A surplus is forecast on revenue budget due to increases in investment returns
- Initial scope drafted for the first 5-year Government Gateway review of the Investment Fund
- First WECA staff survey launched late September 2019
- Grant received from Arts Council to explore setting up a Regional Cultural Compact to oversee delivery of West of England Cultural Strategy

Joint Committee

- Good progress in spend and profile of Local Growth Funding (to be fully utilised by March 2021)
- Local Industrial Strategy agreed with Government and published July 2019

Issues to note

WECA

Discussions continue regarding future year core funding beyond 2019/20. Awaiting confirmation that the existing 100% business rates retention pilot and Mayoral Capacity Funding will remain in place for 2020/21.

- Awaiting the outcome from a £258m Housing Infrastructure Fund bid to Government as part of an overall housing enabling development of more than £500m

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
- Awaiting details of follow-on funding beyond the existing Local Growth Fund. Awaiting details of a Shared Prosperity Fund to enable planning of medium term capital project delivery

Upcoming activity in the next quarter

- Development of the Local Industrial Strategy implementation plan
- Ongoing work to develop a response to the Climate Change Emergency including work to develop a diverse, resilient and affordable energy system
- Extensive development of Finance system in advance of transferring ICT provider

(scheduled for November 2019)

- The 2018/19 WECA Statement of Accounts will receive their formal External Audit 'opinion' in October 2019 (to be considered by the Audit Committee on 16 October 2019)
- Professional Services (Construction) Framework contract for the West of England region will be awarded in November 2019
- Scope of first 5-year Government Gateway review of Investment Fund to be finalised with SQW (contracted by Government)
- Confirmation of 2020/21 revenue resources from Government in advance of setting a draft budget in December 2019 to bring to the budget meeting in January 2020

Appendix Two: WECA Corporate Risk Register Summary Table

ID	Category	Risk Description	Risk Impact	Mitigation
CS-R002	Financial	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 would 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 2020/21 Budget Process.
PS-R002	Financial	There is a risk that the criteria for accessing the shared prosperity fund may not be aligned with our Local Industrial Strategy.	We would be unable to secure the funding required to deliver our Local Industrial Strategy.	Engagement with BEIS, CLGU and LEP network to influence early thinking.
WECA-R009	Financial	There is a risk that WECA may not be able to evidence the required progress and outcomes against the £350m Investment Programme up to 2023.	WECA may not satisfactorily comply with the requirements of the 5-year Government Gateway Reviews to unlock future years funding.	Continue to develop tangible metrics for each strategic theme of the WECA operating model detailing existing baselines and anticipated progress to be made by 2023.
INF-R001	Delivery	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.	Delay in having a strategic plan could potentially require alternations and additions to the business plan and impact future delivery plans, and approach to future funding opportunities.	The process to prepare a statutory development plan document has been followed and robust governance and technical working arrangements are in place. Continued joint working with key stakeholders including delivery partners and Government departments

WECA-R008	Delivery	There is a risk that WECA does not reflect the declared Climate Change Emergency in all decisions it is making, and that some of the mitigating activities required are outside of its responsibilities and control.	We would 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. We will work to map responsibilities at local authority, WECA and national government level.
WECA-R006	Delivery	There is a risk that the unpredictable impact of Brexit on Business across the region could 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-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, 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-R007	Legal & Governance / Financial	There is a risk of fraud, bribery or corruption.	Financial loss, reputational damage.	Controls & prevention measures incorporated in key operational processes. Annual review of arrangements.
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-R010	Delivery	There is a risk that a number of strategies and plans are agreed and published but are not clearly aligned with our Local Industrial Strategy.	We would be unable to present a cohesive picture of the region and its challenges and to agree the priorities that will enable us to realise the full benefits of clean and inclusive economic growth that we have identified in our Local Industrial Strategy.	We will align activities in our 2020/21 Business Plan and will ensure that our operating framework and Local Industrial Strategy are aligned to provide a longer term strategic overview that is linked to our Investment Priorities.

