



WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

& WEST OF ENGLAND JOINT COMMITTEE

31 January 2020

REPORT SUMMARY SHEET

2019-2020 BUSINESS PLAN PROGRESS REPORT

Purpose

To provide an update to both WECA and Joint Committee on progress in delivering the West of England Combined Authority Business Plan for 2019-20 during the quarter three period, October to December 2019.

Summary

This report includes the following key information:

- The quarterly progress report for the period 1st October 2019 to 31st December 2019 is provided as Appendix One to this report. This covers progress in delivering the business plan that was agreed by WECA and Joint Committee on 1st February 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
- A summary of the key risks associated with delivery of the business plan, and their mitigations, is included as Appendix Two to the report.
- An annual report on overall delivery of the 2019-20 business plan will be brought to WECA and Joint Committee mid-year 2020.

Recommendations

The **West of England Combined Authority Committee** is asked to note the quarter 3 update on delivery of the 2019-20 Business Plan.

The **West of England Joint Committee** is asked to note the quarter 3 update on delivery of the 2019-20 Business Plan.

Contact officer: Lynda Bird

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

DATE: **31 JANUARY 2020**

REPORT TITLE: **2019-2020 BUSINESS PLAN 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 2019-2020 during the quarter three period, October to December 2019.

Recommendation

- 2.1 The **West of England Combined Authority Committee** is asked to note the quarter 3 update on delivery of the 2019-20 Business Plan.

The **West of England Joint Committee** is asked to note the quarter 3 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 for the period 1st April 2019 to 31st March 2020 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 monitoring and evaluation framework. This framework is reviewed annually with Government each Autumn and an updated version will be brought to WECA Audit Committee in early 2020.
- 2.4 The quarterly progress report for the period 1st October 2019 to 31st December 2019

is provided as Appendix One to this report. 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 An annual report on overall delivery of the 2019-20 business plan will be brought to WECA and Joint Committee mid-year 2020.

2.6 The Business Plan for the next financial year 2020-2021 has been developed in parallel with the budget and is the subject of a separate report to the 31st January 2020 WECA and Joint Committee meetings.

Consultation

3 This quarterly progress 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 a summary is provided as Appendix Two to this report. As required by WECA's Risk Management Framework, these risks are reviewed on a monthly basis by the WECA Management Team and quarterly by the WECA Senior Management Team.

5.1 The Risk Management Framework is reviewed annually and an updated version will be brought to WECA Audit Committee in early 2020.

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 included as part of the annual progress report.

Finance Implications, including economic impact assessment where appropriate:

- 7 Activities within the 2019-2020 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

Climate Change Implications

- 9 On 19 July 2019, the West of England Combined Authority declared a climate emergency, recognising the huge significance of climate change and its impact on the health, safety and wellbeing of the region's residents. The Combined Authority is committed to taking climate change considerations fully into account as an integral part of its governance and decision-making process.

Each report/proposal submitted for Combined Authority / Joint Committee approval is assessed in terms of the following:

Will the proposal impact positively or negatively on:

- * The emission of climate changing gases?
- * The region's resilience to the effects of climate change?
- * Consumption of non-renewable resources?
- * Pollution to land, water or air?

Particular projects will also be subject to more detailed environmental assessment/consideration as necessary as part of their detailed project-specific management arrangements

- 9.1 *Taking the above specifically into account, please comment on any climate change implications arising as a result of this report, and include details of any mitigation:*

- 9.2 Our current business plan includes actions already underway to address climate change, including investment in projects to tackle congestion and improve public transport, supporting businesses to adopt energy efficient measures through the West of England Low Carbon Challenge Fund and investment in research and

innovation projects.

- 9.3 Our Local Industrial Strategy was published on 19th July 2019 and identifies a series of actions to take forwards to support clean growth which will be included in our 2020-2021 business plan.
- 9.4 However, we know that we need to go further than the ambitions outlined in our LIS in order to meet the ambitions of our emergency declaration. We will publish our regional Climate Emergency Action Plan in summer 2020, which will build on the plans being developed by our Local Authorities, each of whom have also declared Climate Emergencies

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 Three 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: 2019-20 Business Plan Quarterly Progress Report

This highlight report covers the period 1st October 2019 to 31st December 2019. It provides a summary of key achievements and details any significant exceptions to delivery together with mitigating activities. 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). Following the adoption of the Local Industrial Strategy (LIS), WECA has now moved into the implementation phase with Business & Skills taking the lead on a number of projects and programmes identified in the LIS. Business & Skills is also leading on shaping the remit and focus of the Global Centre of Innovation Excellence, under which a number of these projects sit.

BUSINESS

Key achievements this reporting period

LIS priority: Cross-sectoral Innovation

WECA Committee:

- Full Business Case submitted for phase one of the Centre for Digital Engineering, Technology and Innovation (DETI). DETI is a research, innovation and skills initiative to respond to industry challenges in digital engineering. Phase one will last for two years.
- Network of Living Labs (NoLL) brief prepared to establish an initial network of living labs. The first step, to map existing assets, is currently underway.
- Continuing to develop the Global Centre of Innovation Excellence concept in preparation for a Strategic Outline Business Case in early 2020.
- Low Carbon Challenge Fund small grants scheme launched. To date, 68 applications received with 56 progressed through to stage two. Five SMEs (of the 68 applications) awarded a grant, totalling £35k.
- Research and Innovation Challenge Fund bid submitted to European Regional Development Fund for a £3.2m project, which will award grants to SMEs to undertake research and innovation activities: awaiting outcome of funding bid.
- Developing proposal for the West of England to apply to become a Life Sciences Opportunity Zone (LSOZ) to identify and promote life science strengths in the region.

LIS priority – Productivity Challenge

WECA Committee:

- Full Business Case submitted to WECA for a 'Productivity Challenge Delivery Programme.' The Business Case outlines a package of projects and interventions to increase business productivity, increase growth and reduce climate impact. Across the full range of activities 15,635 interventions will be delivered to businesses across the West of England.

Joint Committee

- Invest Bristol and Bath (IBB) have supported 18 new companies to locate and expand in the West of England since April 2019, with 746 new jobs committed. Continuation of funding to take the service up to 2025 recently agreed at Joint Committee.
- Growth Hub have engaged with 149 businesses during 2019, of which 78 received more intensive support. New Mentoring for Growth project launched in partnership with Be the Business. Growth Hub providing key interface with businesses seeking advice

- about Brexit with specialist support commissioned regarding trade/exports.
- Creative Scale-up programme has identified an initial 15 eligible companies who will be the first cohort to join the programme and receive a package of support to help unlock their growth ambitions. Launch event planned for January 2020.

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

LIS priority: Cross-sectoral Innovation

WECA Committee:

- Business Case assessment and funding decision for the Centre for Digital Engineering, Technology and Innovation (DETI). If approved project will then move into the implementation phase.
- Funding outcome known for the Research and Innovation Challenge Fund. If successful, project to begin early 2020.
- Low Carbon Challenge Fund green business grants continuing, with planning for a possible second grant round. Deadline of 28th February 2020 for the £500k local energy scheme applications, with grant award in April 2020.

LIS priority: Productivity Challenge

WECA Committee:

- Business Case assessment and funding decision for the Productivity Challenge Delivery Programme. If approved this will then move into the implementation phase.
- Creative scale-up first cohort to start on the programme (including mentoring, peer-to-peer workshops). Work to commence to build investor network.

Joint Committee:

- Building on the Be the Business Partnership, the Growth Hub will pilot the Productivity Benchmarking Tool with businesses. Agreement with Intellectual Property Office for expert to be hosted at WECA for up to two days a week starting January 2020.
- Invest Bristol & Bath to complete an analysis of international market prioritisation to inform planning of inward investment campaigns for 2020/21. HM Trade Commissioner for Europe visiting region and planning joint inward investment and trade missions to JECWorld (Composites Event) in Paris and the Smart Cities Summit in Taipei.

SKILLS

Key achievements this reporting period

LIS priority: Inclusive Growth

WECA Committee:

- Adult Education Budget now fully into the first operational academic year (2019/20). Arrangements for the next two academic years are being determined.
- Workforce for the Future briefing event held in preparation for project launch with over 70 attendees. An initial pilot focused on the creative sector has recently commenced.

- The Working Well Institute, a new physical space delivering future skills across sectors, has been awarded development funding to prepare an Outline Business Case.
- £3.6m secured 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 current phase of Future Bright has been re-profiled, with delivery now forecast through to December 2020 and agreed with Department for Work and Pensions.
- Funding secured to deliver Careers Education, Information Advice and Guidance research to map existing landscape, identify gaps/opportunities and inform future delivery of Careers Hub.

Joint Committee:

- Expanded Careers Hub team now in place. All secondary schools and colleges scheduled to complete their compass audit and progress to be reported against Gatsby benchmarks in January 2020. 19 institutions (out of 78) require an Enterprise Advisor, especially for SEND schools.
- Women into Digital Jobs, Education & Training (WIDJET) has supported over 200 women to date through taster sessions, events or training, 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

LIS priority: Inclusive Growth

WECA Committee:

- Adult Education Budget draft allocations for 2020/21 academic year to be determined
- Workforce for the Future formal programme launch, with the first calls for programme participants and consortia. Initial consortia to be selected by end March 2020.
- Working Well Outline Business Case to be complete by March 2020.
- Continued development and delivery of Future Bright, building on learning to date to inform Future Bright Plus delivery model and evaluation strategy.
- Apprenticeship Levy Matchmaking pilot business case to be brought to WECA committee. This project would encourage and facilitate the transfer of funding between levy-paying employers and non-levy paying employers.

Joint Committee:

- Careers Hub to use progress data to identify areas for focus and development. Pilot projects with lead schools to test new ways of driving impact through sharing of best practice. Will continue to match schools with Enterprise Advisors.
- Careers Education Information Advice and Guidance Research to conclude and make recommendations to help inform future delivery of regional Careers Hub.
- Women into Digital Jobs, Education and Training project will complete. On track to hit the programme target of 350 women engaged. National evaluation underway..
- Continued implementation planning for Employment and Skills Plan. West of England Skills Advisory Panel established to oversee strategic implementation of the Plan and first meeting of the Panel to be held.

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 (LIS) to ensure existing and emerging plans, strategies and priorities are aligned with the LIS.

TRANSPORT

Following the declaration of climate emergencies by all of the local authorities the final Joint Local Transport Plan 4 (JLTP4) will place climate change up front. Other changes and updates arising from the public consultation earlier in 2019 are being made to the final JLTP4 through the JLTP4 Working Group.

Key achievements this reporting period

WECA

- Bus Strategy consultation in preparation for launch early 2020.
- Bus infrastructure delivery plan being developed which will set out proposals for physical delivery over the next five years.
- M32 Vision Study underway, funded jointly by Highways England, WECA, Bristol City Council and South Gloucestershire Council. This will include consideration of park and ride options.
- Cribbs/Patchway Metrobus Extension operator engagement now underway, to help bus operators gear up for negotiations to run the Metrobus Services on the new route. Work being led by South Gloucestershire Council with Bristol City Council and WECA support.
- Western Gateway Strategic Transport Board officer working group meeting monthly to progress three West of England interventions funded by DfT (including Avon Ring Road and A38 (south) highway schemes).
- Western Gateway Strategic Transport Board Rail officers working group is overseeing the production of a Rail Strategy for the Western Gateway Strategic Transport Board area. This will draw on existing Rail Strategies in Local Transport Plans.
- Preparations continue to bring together the Integrated Transport Authority functions.
- Local Cycling and Walking Infrastructure draft plan completed and submitted to Department for Transport on 29th November 2019.

Joint Committee

- Final version of the JLTP4 being prepared to reflect responses to consultation and to focus on climate change emergency.
- Development Consent Order for the Portishead line submitted to the Planning Inspectorate in November 2019. In total the application comprises of 287 documents and 20,735 pages. The process is now expected to take 18 months before a decision is made.
- Access for All bid to the Department for Transport submitted end of October 2019 for seating, shelters and signing improvements at eight local stations.

Issues to note

WECA

- Local Cycling and Walking Infrastructure Plan consultation to be fast-tracked to mid-January to better align with Bus Strategy consultation and JLTP4 consultation results release.

Joint Committee

- Transport support work to support the JSP paused pending confirmation of way forward for strategic planning work-stream.

Upcoming activity in the next quarter**WECA**

- Phase one of Integrated Transport Authority integration to commence in April 2020.
- Draw down of funding for progression of bus infrastructure delivery plan.
- Commencement of Local Cycling and Walking Infrastructure Plan consultation, pending agreement to proceed at WECA Committee 31st January 2020.

Joint Committee

- Mass Transit Strategic Outline Business Case (SOBC) Contract Award.
- JLPT4 to be adopted at the Joint Committee on 20/03/20.
- Commencement of bus strategy consultation in early 2020.

HOUSING & PLANNING

Work has continued to support the four Unitary Authorities in considering options for ongoing strategic plan-making following the pause in the JSP Examination process.

The programme boards set up to support our governance and enhance wider partnership working are continuing to make good progress. The Joint Assets Board, Strategic Solutions Panel and Housing Delivery Board all met in this quarter and are developing and/or taking forward individual work programmes.

Activities to deliver the outcomes in the devolution deal and business plan continue, including progressing infrastructure and investment strategy work and leading on the coordination of a Green Infrastructure Strategy.

Key achievements this reporting period**WECA**

- The placemaking agenda is moving at pace following the successful Placemaking Conference in June. Design West is now operating a bespoke design review service in three of the four West of England authorities (and due to launch in B&NES in early 2020), and the Architecture Centre has been appointed to work with WECA and the authorities to take forward the Placemaking Charter.
- Following a bid to the Local Government Association (LGA) Housing Advisors programme, £48k has been allocated for a study to identify how to prevent the quality of developments being eroded between planning consent and build. University of the West of England has been appointed to take this project forward.
- The Joint Assets Board (JAB) is well established and is recognised as an exemplar by Cabinet Office and LGA. The JAB Manager is in place and is developing the JAB workplan. Good progress has been achieved with the One Public Estate (OPE) projects, which include the largest community-led housing scheme in the country (Southmead) and a small sites strategy which is being highlighted by the LGA as good practice.
- Bristol have provided two outturn reports from the Housing Festival summarising progress and 'lessons learned' so far. These will inform the small sites strategy and help us to assess how we might scale up Modern Methods of Construction (MMC)

- production across the region. A visit to an MMC factory is being set up in the New Year, as part of investigation into securing a facility locally.
- Homes England has agreed in principle to a West of England Strategic Partnership and that the region is recognised as a priority location.

Joint Committee

- There are five Strategic Partnerships in place between Homes England and Registered Providers (RP) that cover the West of England, and good progress is being made to work with partners to focus investment in our area. Three RP partners have formally committed £74M in grant and this leverages significant private finance and other investment.
- Work on the West of England Joint Green Infrastructure Strategy (JGIS) continues. The JGIS will support climate and ecological Emergency declarations; the Environment Bill and current government initiatives linked with the 25-year Environment Plan that all relate to the need to take account of natural assets and services that the natural environment provides, and to maximise the benefits they deliver for people, place and nature. There is an opportunity to further enhance the JGIS, aligning our regional approach with new national tools and approaches through our direct involvement with DEFRA.
- Through the development of the JGIS and engagement with key partners nationally, the West of England has secured two pilot studies (Natural England National Framework for GI Standards and; Environment Agencies Natural Capital Accounting) and has agreed a jointly commissioned project with Natural England providing the lead to develop a West of England Biodiversity Net Gain approach. The delivery of these projects will ensure that the latest national frameworks, tools and guidance are implemented within the JGIS, ensuring consistency with the national approach.

Issues to note

- The Joint Spatial Plan process has paused following feedback from the Inspectors, and WECA is supporting the four UAs in considering options for a way forward.
- Funding options to resource the breadth of activity across the Planning and Housing team are being explored.
- With a new central Government in place exploiting opportunities to strengthen the senior representation and engagement on work programmes with Government departments and agencies will be 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 and a training and development programme to support officers and elected Members in understanding the role of design in the planning process. We 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 Infrastructure Masterplanning; Yate, North Fringe and South West Bristol.

Joint Committee

- Continue to support the UAs to consider the options for strategic plan-making
- Progress the Green Infrastructure Strategy:

- The West of England GI Working Group will consider the outputs of the pilot studies and Biodiversity Net Gain project.
- A Final draft Joint GI Strategy will be available March 2020 and feed into ongoing Local Plan development.
- Commission undertaken through One Public Estate Funding for a small-sites housing strategy incorporating Modern Methods of Construction (MMC).
- Develop a West of England Modern Methods of Construction 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 One Public Estate 8 bidding opportunity, via the Joint Assets Board.
- Commission an assessment of the needs of essential local workers as part of the One Public Estate 7 programme.

CORPORATE SERVICES

Revenue resources have been secured for 2020/21 with the announced extension of the WECA business rates retention pilot and confirmation of annual Mayoral Capacity Funding. However, core Combined Authority resources beyond 2020/21 remain volatile and WECA, along with other Combined Authorities, are continuing to lobby government for a more sustainable funding solution.

WECA has launched its organisational development programme which will strengthen the authority's workforce in terms of consistency in WECA operations, messaging and ways of working

Key achievements this reporting period

WECA

- WECA 5% share of the business rates retention pilot, £1.2m, confirmed for 2020/21.
- Mayoral Capacity Fund of £1m (funding WECA core capacity) approved for 2020/21.

Joint Committee

- Migration underway to a new ICT service provider.
- The Professional Services (construction) Framework contract was awarded in December 2019. This is an excellent example of regional strategic procurement collaboration which will speed up the delivery of significant capital projects whilst delivering value for money through structured competition.
- Progress continues to be made in delivering the Local Growth Fund, (LGF) programme. Schemes that were high risk, in terms of delivery by the required 31 March 2021 deadline, have been swapped with relevant Economic Development Fund schemes to ensure that the LGF grant is fully utilised.
- Expression of Interest submitted 27th November for £100k seed funding to develop a regional bid to the Industrial Strategy Healthy Ageing Challenge Fund. Working with University of West of England, University of Bristol, Academic Health Science Network and Bristol Health Partners, the bid will seek to support older adults to live independently for longer through the development of a package of home adaptations, health tech and care that shifts the market away from the point of crisis to early intervention. Outcome expected in spring.

Issues to note
<ul style="list-style-type: none"> • WECA core revenue funding beyond 2020/21 remains uncertain. • WECA is still awaiting an announcement in terms of our £258m Housing Infrastructure Fund bid to government (with £50m match funding allocated within the Investment Fund)
Upcoming activity in the next quarter
<p><i>WECA</i></p> <ul style="list-style-type: none"> • WECA and Mayoral budgets for 2020/21 to be set at Committee on 31 January 2020. • The detail supporting the transfer of integrated transport functions between the UAs and WECA to be confirmed as part of budget setting. • The finance system will be updated to enable more automated transactions and better management information, in advance of implementation on 1 April 2020. <p><i>Joint Committee</i></p> <ul style="list-style-type: none"> • LEP and IBB budgets for 2020/21 to be set at Committee on 31 January 2020. • The regional (construction) professional services contract will be fully operational.

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 Government 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 as schemes are at early stage of delivery.	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 alterations 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 some of the mitigating activities required to address the Climate Change Emergency are outside of WECA's responsibilities and control.	We may not have all the levers to deliver a regional economy and infrastructure that is fit for a low carbon future and resilient to climate change.	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. Advice and signposting available via Growth Hub website.
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.