

**REPORT TO: WEST OF ENGLAND JOINT COMMITTEE**

**DATE: 28 SEPTEMBER 2018**

**REPORT TITLE: WEST OF ENGLAND COMBINED AUTHORITY BUSINESS PLAN – PROGRESS REPORT**

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

### 1. Purpose of Report

1.1 This report provides an update on progress in delivering the West of England Combined Authority business plan.

### 2. Background

2.1 The West of England Combined Authority 2018/19 business plan was agreed by WECA and the Joint Committee on 1<sup>st</sup> June 2018.

2.2 The business plan supports delivery of the operating framework agreed by WECA and the Joint Committee on 18th April 2018. It sets out the key deliverables during 18/19 for skills, business support and infrastructure, as well as the enabling corporate activities.

2.3 For each Directorate this report highlights key achievements and details any significant exceptions to delivery together with mitigating activities.

2.4 WECA is developing an overall performance management and reporting framework that will reflect both local and national reporting requirements and this will be used as the basis for an annual report for Government and Committees. This plan will be reviewed by Audit committee in November.

2.5 It is proposed to bring quarterly progress reports on business plan delivery to the LEP Board, Scrutiny, WECA and Joint Committee.

2.6 Development of the Business Plan for 2019/20 will commence in the Autumn in parallel with the Medium Term Financial Plan. The 19/20 business plan will include ongoing activity to deliver the operating framework, and will also start to include work to deliver the Local Industrial Strategy as development of this continues.

### 3. Progress Report

<b>Business</b>		
Progress has largely focused on setting up projects and activities including a review of IBB.	Overall RAG	<b>AMBER</b>
<b>Key Achievements this reporting period</b>		
<ul style="list-style-type: none"> <li>- Review of Invest in Bristol &amp; Bath underway and due to report to Joint Committee November 2018</li> <li>- Growth Hub development proposals being implemented and will report to LEP Board in due course</li> <li>- Skills innovation fund proposal prepared for 28th Sept WECA Committee</li> <li>- Cultural Strategy engagement group established and procurement of supplier underway</li> </ul>		

<p><b>Issues to note</b></p> <ul style="list-style-type: none"> <li>- Currently exploring options and next steps for progressing the Energy Strategy to deliver by December 2018</li> </ul>
<p><b>Upcoming activity</b></p> <ul style="list-style-type: none"> <li>- Completion of IBB review and consideration of next steps</li> <li>- Develop business case for additional investment in 5G</li> <li>- Appoint supplier to commence work to develop cultural strategy</li> <li>- Official launch of the Health Tech Hub at UWE and the start of construction of the Foodworks South West Innovation Centre in the J21 Enterprise Area, both supported by Local Growth Fund</li> </ul>

<b>Skills</b>		
Progress has focused on high impact projects including Future Bright and Adult Education Budget and on development and submission of bids to Government.	Overall RAG	AMBER
<p><b>Key achievements this reporting period:</b></p> <ul style="list-style-type: none"> <li>- Readiness criteria for Adult Education Budget agreed with Government and consent to order given by WECA and constituent authorities</li> <li>- Careers Enterprise Company Hub bid submitted and successful - the project will deliver careers advice to all West of England schools</li> <li>- Regional Institute of Technology bid submitted and report due to Skills Advisory Board</li> <li>- Skills action plan co-produced with Construction Industry Training Board and reported to Skills Advisory Board</li> </ul>		
<p><b>Issues to note</b></p> <ul style="list-style-type: none"> <li>- Excellent feedback received from participants in Future Bright project. Currently exploring opportunities for further promotion alongside discussions with Government regarding eligibility criteria.</li> </ul>		
<p><b>Upcoming activity</b></p> <ul style="list-style-type: none"> <li>- City of Bristol College South Bristol Construction Centre allocated £6M of LGF funding and developing Full Business Case</li> <li>- Expecting to receive up to four business cases for skills capital fund development opportunities</li> <li>- Develop Skills Innovation Fund bid to DWP</li> <li>- Recruitment underway to deliver new Careers Hub and Adult Education Budget</li> </ul>		

<b>Infrastructure</b>		
Delivery in particular for Transport projects has required commissioning of activity either from the constituent councils or consultants to develop outline business cases. Procurement timetables have in many cases extended delivery timetables.	Overall RAG	AMBER
<p><b>Key achievements this quarter:</b></p> <ul style="list-style-type: none"> <li>- Ongoing activity to develop Housing Package and Housing Infrastructure Fund</li> <li>- Completion of LGF schemes – Aztec West Roundabout, Saw Close Public Realm in Bath</li> <li>- Transport studies commissioned to prepare outline business cases</li> <li>- Proposals for development industry panel endorsed by WECA and Joint Committee</li> <li>- Scope and timetable for development of Joint Assets Board agreed by WECA and Joint Committee</li> <li>- Suburban rail study commissioned</li> </ul>		

<ul style="list-style-type: none"> <li>- Key Route Network consultants commissioned</li> <li>- Proposals developed for informal sub-national transport board</li> </ul>
<p><b>Issues to note</b></p> <ul style="list-style-type: none"> <li>- The JSP inspection in public is now scheduled to take place in 2019 and a number of activities are dependent upon the outcome of this</li> <li>-</li> </ul>
<p><b>Upcoming activity</b></p> <ul style="list-style-type: none"> <li>- Reports on Local Authority led activity to be brought to November Committees, to include: <ul style="list-style-type: none"> <li>- Bristol Temple Meads Masterplan</li> <li>- Key Route Network</li> </ul> </li> <li>- Work continues on development of business cases and transport feasibility studies and a number of reports will be brought back to November committees</li> <li>- Ongoing preparations continue for JSP examination in public</li> <li>- A peer review is underway of the transport projects funded by the WECA investment fund which should be completed by the end of September and a more detailed report on these will be brought to the November committee meeting</li> <li>- Construction start planned for LGF funded North South Link in Weston-super-Mare and completion of the coach park relocation from Bath Quays to Odd Down Park &amp; Ride enabling development in the Enterprise Zone</li> </ul>

<b>Corporate Services</b>		
Generally on track to deliver to plan. Recruitment underway to ensure appropriate support in place.	Overall RAG	AMBER
<p><b>Key achievements this quarter:</b></p> <ul style="list-style-type: none"> <li>- WECA announced as part of wave two of Local Industrial Strategy development</li> <li>- Annual Governance Statement agreed by WECA 27<sup>th</sup> July 18</li> <li>- Statutory Accounts for 16/17 and 17/18 approved at Audit Committee 12<sup>th</sup> July 18</li> <li>- Business Rates Retention Pilot status confirmed for 2019/20</li> </ul>		
<p><b>Issues reported:</b></p> <ul style="list-style-type: none"> <li>- Some ICT and support services challenges reported. Review and marketplace assessment to take place.</li> <li>- Additional resources now required to support development of Local Industrial Strategy. Discussions taking place to ensure this is fully resourced.</li> </ul>		
<p><b>Upcoming activity</b></p> <ul style="list-style-type: none"> <li>- Local Industrial Strategy business engagement events and workshops</li> <li>- Commence work on Medium Term Financial Plan</li> <li>- Introduce ModernGov committee management software for Members</li> </ul>		

**Consultation:**

- 4 Draft of this report were shared with West of England Directors and Chief Executives and updates have been provided to the Local Enterprise Partnership Board and West of England Scrutiny.

**Other Options Considered:**

- 5 None.

**Risk Management/Assessment:**

- 1.1 Key risks to delivering the business plan were highlighted in the report to WECA and Joint Committee on 1<sup>st</sup> June 2018. These have been reviewed and updated and a summary is provided in Appendix 1
- 1.2 A formal risk management framework for WECA has been drafted with support from Audit West and this will be reviewed and agreed by WECA's Audit Committee in November 2018

**Public Sector Equality Duties:**

- 6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
- 6.1 The Act explains that having due regard for advancing equality involves:
  - Removing or minimizing disadvantages suffered by people due to their protected characteristics.
  - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
  - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 6.3 Work has commenced to develop an Equalities Framework for WECA and details of this will be included in the first annual equalities report to the Annual General Meeting in Spring 2019.

**Economic Impact Assessment:**

- 7 None arising directly from this report. WECA's overall performance management and reporting framework will identify the key performance indicators that will be used to evaluate schemes and interventions.

**Finance Implications:**

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

Advice given by: Tim Richens, Interim Director of Investment and Corporate Services

**Legal Implications:**

- 9 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 and Democratic Services, WECA

**Land/Property Implications;**

- 10 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, WECA

**Human Resources Implications:**

- 11 Where individual projects within the business plan have workforce implications these will be identified and discussed with the relevant service leads to ensure any management of change is undertaken according to policy and best practice.

Advice given by: Alex Holly, Head of Human Resources, WECA

**Recommendation:**

- 13 The Committee are asked to note the update on the business plan.

**Report Author: Jessica Lee, Head of Strategy & Policy**

**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 Tim Milgate by telephoning 0117 428 6210, emailing [democratic.services@westofengland-ca.gov.uk](mailto:democratic.services@westofengland-ca.gov.uk) or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER.

## Appendix – Corporate Risk Register Update

Risk Description	Risk Impact	Mitigation	Update 25/07/2018
There is a risk that WECA may not have completed recruitment to enable delivery of all the activities in the business plan	This could potentially impact delivery timescales, quality of deliverables and budget	Complete recruitment to key posts in the organisation, meanwhile drawing on available capacity in the constituent authorities, with interim and consultancy support engaged where appropriate	Status: Green Recruitment to key posts completed.
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	Status: Amber Ongoing activity
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	Status: Amber Ongoing activity
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	Status: Green Equalities framework development underway – annual equalities report will be brought to AGM
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 know.	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	Status: Amber Awaiting confirmation of inspection date
There is a risk that processes and procedures are not in place to support devolution of the Adult Education Budget	Learners do not realise the benefits of this devolved power	Readiness conditions set by Government have been met. A project team is being recruited. Mechanism in place to fund administrative support from the devolved budget through use of underspend. Ongoing engagement and dialogue with business to inform future proposals	Status: Amber Recruitment underway