
The West Midlands Combined Authority

Review and Annual Plan

2017/2018



WEST MIDLANDS
COMBINED AUTHORITY

Introductions

“ Devolution and the creation of the WMCA truly does provide the area with a once in a lifetime opportunity to transform the area.

Welcome to the West Midlands Combined Authority's (WMCA) Annual Plan - a look ahead to the coming year and the exciting opportunities collaboration and devolution offer to our region.

It's been my great pleasure to chair the WMCA for the past 10 months.

Working with leaders from different authorities - and political parties - as well as colleagues from the three Local Enterprise Partnerships to create the biggest combined authority in the country has been an exhilarating journey.

We've drawn up our own road map and a template that others are now looking to follow.

We've also established strong and sustainable relationships with national government which should prove invaluable as we look to future devolution agreements.

Through the combined authority we can contribute to, and benefit from, the ambitious Midlands Engine programme with its focus on skills, innovation, transport and inward investment.

I look forward to working with the elected Mayor as part of a political leadership team who will continue



to collaborate and take the lead on identified portfolios.

Devolution and the creation of the WMCA truly does provide the area with a once in a lifetime opportunity to transform the area through a robust and focused programme of change.

It's not an easy task but our vision-led approach means we have the ability to focus on those issues that matter and which make the biggest differences to the quality of life of the people who live in the region.

What sets us apart from other combined authorities is our partnership working, including the input from our non-constituent authorities, who have supported us from the outset.

I thank colleagues from all sectors and individuals whose efforts above and beyond have helped to position the WMCA as the one to watch nationally.

I look forward to the year ahead.

Bob Sleight OBE
Chair of WMCA

“ Economic growth across the West Midlands will deliver a better, more successful and more vibrant UK economy.

The year ahead promises to be a game changer. Not just for the West Midlands Combined Authority as an organisation but for the people who live, work and play across our region.

Government has made it clear that rebalancing the UK economy through a new Industrial Strategy and devolved powers is a priority for them and, here in the West Midlands, we are ideally placed to make the most of the opportunities that are opening up.

The WMCA has come a long way in a very short time. We are still less than a year old.

All of our plans for the year ahead are rooted in reality. The hard work that went into creating the combined authority and developing our Strategic Economic Plan (SEP) gives us confidence that we are focusing our efforts in projects that will give the best return for the region. The SEP's vision offers us a



glimpse of how we can close our productivity gap and what we aim to achieve by 2030. Crucially, we anticipate further devolution agreements with government.

So for a fledging combined authority the next 12 months are as exciting as it gets.

At the beginning of May voters across the seven metropolitan areas of the region will elect a Mayor for the West Midlands.

I look forward to working with colleagues, partners, individuals I know and others I have yet to meet, in building a more prosperous West Midlands for everyone.

Martin Reeves
WMCA Chief Executive

A handwritten signature of Martin Reeves in black ink. The signature is written in a cursive style, with 'Martin' and 'Reeves' clearly legible.

Our devolution journey

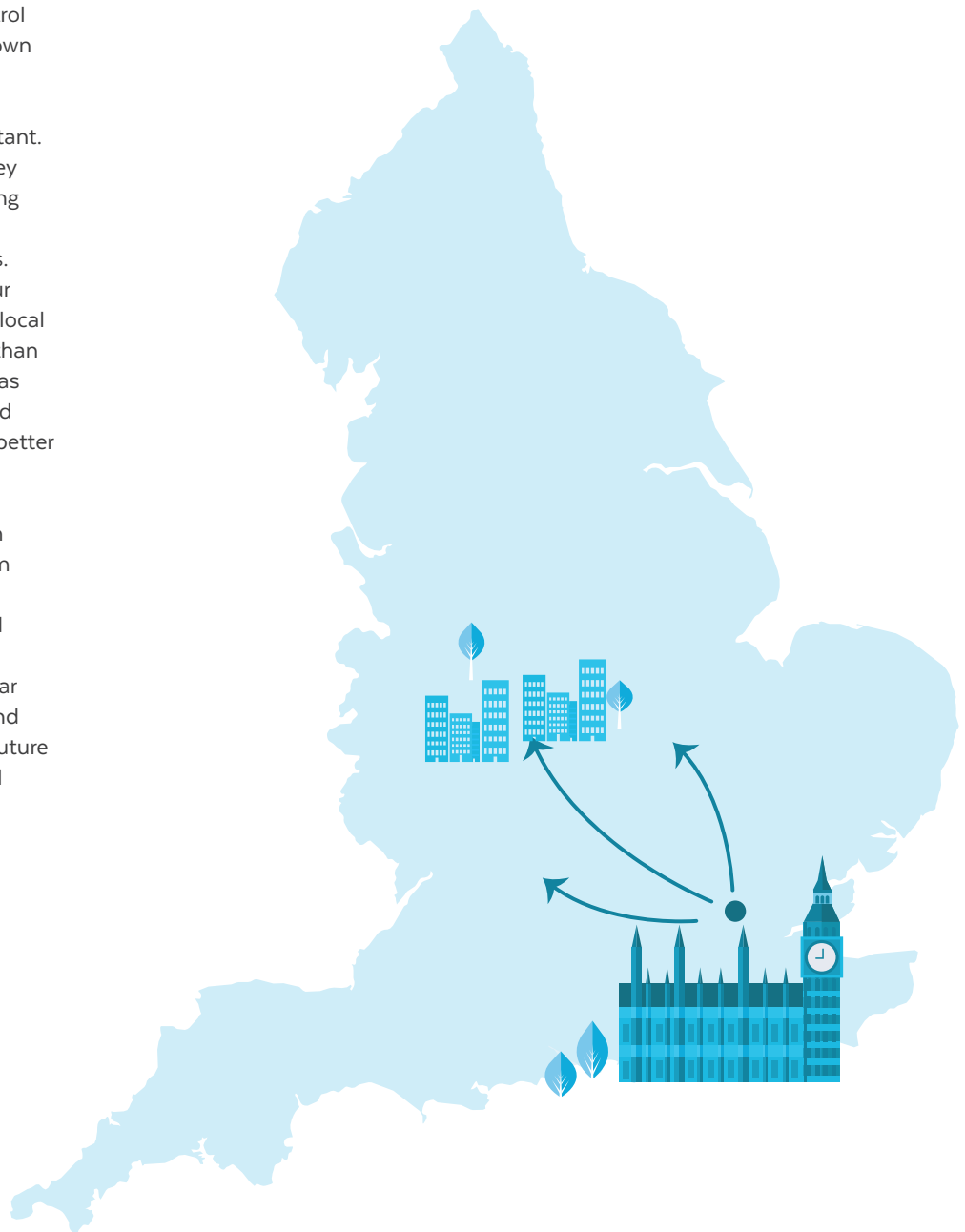
One of the most important reasons for the creation of the combined authority was to build a strong partnership, ready to take on key powers passed on from central government, to influence the issues that really matter to people here.

Let's be clear - we do not seek devolution for its own sake - but we know our ambitions and aspirations for this unique region cannot be fully realised without the power to control our own resources and make our own decisions.

That's why devolution is so important. It means proper control over money generated in this region and shifting investment decision-making from Westminster to the West Midlands. It's about the freedom to direct our resources to address all those key local needs that we understand better than anyone and plan public spending as a whole - more and better jobs and homes, improved transport links, better skills, training and public services.

Government invited us, along with other areas, to negotiate with them for powers and functions that can be devolved. We have participated enthusiastically in the process to date, rapidly becoming an exemplar for taking this agenda forward - and energetically lobbying for further future deals that include significant fiscal devolution.

This strategic approach will put the West Midlands in the vanguard of devolution in the year ahead.



We are only at the very start of our devolution journey. We expect to conclude a second deal in the near future and then more in the years ahead.

OVER THE COMING YEAR

In the year ahead we will be working with government on a more comprehensive approach that supports its priorities – and keeps the West Midlands in the vanguard of the devolution agenda.



The seven metropolitan authority leaders signed our first devolution deal with government before the combined authority was even established and we are now deep in discussions to develop a radical, long term and strategic approach.

Our non-constituent members, observer and co-opted partner organisations have all had a significant input to the creation of the combined authority – and continue to contribute to from our commissions, investment fund and plans for economic growth.

They also benefit through our more direct engagement with central government on issues including transport, housing, broadband and mobile infrastructure, expansion of high level manufacturing and skilling up of the workforce across all ages.

Government is open to that debate and in the year ahead we will be working together to develop a more comprehensive approach that supports government priorities – keeping the West Midlands at the vanguard of the devolution agenda.

We are only at the very start of our devolution journey. We expect further deals in the near future and then more in the years ahead. We hope to **boost our powers on transport (see Transport Plan 2017/2018)**, skills, housing, energy and culture – which will mean **faster progress on public service reforms** including mental health, employment and skills.





Local Enterprise Partnerships (LEPs)

Black Country Local Enterprise Partnership

Constituent members

Greater Birmingham & Solihull Local Enterprise Partnership

Constituent members Non-constituent members Part of the LEP but not the WMCA

Coventry & Warwickshire Local Enterprise Partnership

Constituent members Non-constituent members Part of the LEP but not the WMCA

The Marches Local Enterprise Partnership

Non-constituent members Observer organisation awaiting non-constituent membership

Please note the Marches LEP is also awaiting non-constituent membership

Our region

This is our region. We are big, we are bold and we are busy. Our ambitions for our four million plus people are to make this region the best place in the UK to live, work and do business.

Our prime location in the heart of England, together with the urban and rural mix, means a host of varied tourist and cultural attractions, plus business and retail hubs.

Around 90% of workers in the West Midlands live and work within the West Midlands Economy, a much higher proportion than in each of the three Local Enterprise Partnerships (LEPs) areas - and higher too than Greater Manchester, Sheffield and Liverpool.

The West Midlands is one of the top performing areas for Foreign and Direct Investment (FDI) in the UK.

This is further reflected in being one of the fastest growing regional economies in the UK - worth £80bn of GVA.

We are home to some of the biggest and most strategically important businesses including JLR, Cadbury, Bosch and JCB.

We are big, we are bold and we are busy. Our ambitions for our four million plus people are to make this region the best place in the UK to live, work and do business.



Our prime location in the heart of England



90%

Around 90% of workers in the West Midlands live and work within the West Midlands Economy



We are home to some of the biggest and most strategically important businesses including JLR, Cadbury, Bosch and JCB



We are one of the top performing areas for Foreign and Direct Investment (FDI) in the UK.



£80bn

The West Midlands Region's economy is worth £80bn of GVA

Governance

A central condition of the devolution deal was the election of a West Midlands Mayor.

The Mayor will be in place from May 2017 and the mayoral powers and functions agreed in the first devolution deal are implemented in legislation approved by Parliament.

The Mayor is elected for an initial three-year term and chairs the combined authority. As an advocate and global ambassador for the West Midlands region, the Mayor will work with the constituent council leaders and LEP chairs to deliver the West Midlands' devolution programme.

This role includes specific areas of responsibility focused on local transport, including a 'Key Route Network', control of the 'more and better homes' agenda and, from 2018-19, the ability to raise a precept and - with the agreement of the relevant LEP Board - a business rate supplement.

As the devolution agenda develops, so the role of the Mayor is expected to develop, working with combined authority colleagues to deliver the best outcomes for the residents and businesses of the West Midlands.



Leadership

Leadership of the WMCA comes from the seven constituent local authority leaders and chief executives, plus the chairs and directors of the Local Enterprise Partnerships (LEPs). Non-constituent authorities also play a crucial role at board level, helping to inform policy and drive forward the combined authority agenda.

Elected members and officers lead on key policy portfolio areas, working in partnership with LEP colleagues. The councillors will form the Mayor's cabinet following the mayoral election in May.

The LEP directors and chairs are in charge of business-led organisations helping to help build voluntary relationships and communications between businesses and local authorities. They were central to the development of the WMCA SEP to drive economic growth and prosperity and crucial to our future progress.



Councillor Bob Sleigh, OBE

Chair of WMCA

Leader of Solihull Council

Bob Sleigh is leader of Solihull Metropolitan Borough Council and Chairman of the West Midlands Combined Authority. Prior to becoming Solihull Leader he was Deputy Leader for eight years and Cabinet Member for Health and Wellbeing.

He is a Director of Greater Birmingham and Solihull Local Enterprise Partnership and West Midlands Rail. He has previously held non-executive positions with the NHS and was formerly Chairman of the West Midlands Probation Service.

Bob has a long business career, principally with SMEs, and has recently retired from Birmingham based Gee & Co, where he held the position of Business Development Manager.

Councillor Sleigh is also the portfolio lead member for HS2 growth strategy, devolution deals and communications & engagement.

rsleigh@solihull.gov.uk



Councillor Pete Lowe

Vice-chair of WMCA

Leader of Dudley Council

Cllr Peter Lowe is WMCA vice-chair, working closely with Cllr Sleigh. He holds the health & wellbeing portfolio and is lead member for the Mental Health Commission as well as spearheading development of the West Midlands Physical Activity Strategy, including work for the West Midlands Cycling Charter in his role as Cycling Champion.

Cllr Lowe has been leader of Dudley Council since 2014.

As well as his local government career, he has spent more than 20 years in the health service – as a senior nurse and as a trade union official – currently serving as national officer for Managers in Partnership.

He believes passionately in community engagement and always aims to be accountable, available and visible.

Cllr.Peter.Lowe@dudleymbc.org.uk



Councillor Roger Lawrence

WMCA portfolio lead for transport

Leader of City of Wolverhampton Council

Cllr Lawrence is portfolio lead member for transport – overseeing delivery of the Strategic Transport Plan, Midlands Connect, HS2 connectivity and West Midlands Rail.

He has worked in local government for Sandwell Council and as a researcher for a number of universities. He was educated at Millbrook School, New York, and St Catharine's College, Cambridge, and holds an MA in Community Studies from Keele, an Msc in Policy Studies and a D Soc Sci from the University of Bristol for a study of Cross Border Collaboration in Central and Eastern Europe.

His interests include local democracy, urban regeneration, regional development, organisational and structural change and social inclusion. He has published work on European structural funds, the voluntary sector and citizenship.

labourleadersoffice@wolverhampton.gov.uk



Councillor John Clancy

WMCA portfolio lead for economic growth

Leader of Birmingham City Council

Cllr Clancy is portfolio lead for economic growth – overseeing delivery of the Strategic Economic Plan (SEP), access to finance for business, Collective Investment Fund (CIF), WMCA growth company, international trade and exports, digital strategy and the arts and cultural activity.

He has taught for 30 years in comprehensive schools in areas of poverty and is an AQA exam board English examiner.

After graduating from Keele University he studied law at Manchester Metropolitan University and practised as a solicitor in Birmingham in the early 1990s. He has been a visiting lecturer at the University of Birmingham Business School and is a widely acknowledged expert on Local Government Pension Funds.

Cllr Clancy has published two books and writes a business column for the Birmingham Post.

john.clancy@birmingham.gov.uk



Councillor George Duggins

WMCA portfolio lead for skills and productivity

Leader of Coventry City Council

Cllr Duggins is portfolio lead for productivity & skills.

He has a degree from Coventry University in Modern Studies (History, Politics and International Relations).

Cllr Duggins worked at British Leyland and in Coventry City Council's housing & education department before becoming an elected member. He also worked for Jim Cunningham MP from 1992 to 2010.

Outside politics his interests include running and fitness, football, rugby union and reading.

george.duggins@coventry.gov.uk



Councillor Sean Coughlan

WMCA portfolio lead for housing and land

Leader of Walsall Council

Cllr Coughlan is portfolio lead for housing and land – covering the Land Commission, Land Remediation Fund (LRF) housing delivery and one public estate.

He left school at the age of 15, trained as a master butcher then spent 15 years in the mining industry and 10 in the steel industry, becoming interested in politics while a miner at Littleton Colliery in Staffordshire.

Following redundancy from both the mining and steel industry he took a degree in Politics & Sociology at Wolverhampton University.

Cllr Coughlan has worked for the voluntary sector in Birmingham and as a Neighbourhood Manager at Dudley Council before taking on his current role as Community Director of Palfrey Community Association.

cllr.sean.coughlan@walsall.gov.uk



Councillor Steve Eling

WMCA portfolio lead for public service reform

Leader of Sandwell Council

Cllr Eling is portfolio lead for public service reform – covering troubled families, criminal justice, welfare reform, shared services and social inclusion.

He works on anti-poverty strategy for Rotherham Council and has held Sandwell's finance portfolio since 2004.

His main political interests are public sector finances, neighbourhood policy and parks along with ongoing regeneration and public sector reform.

He has a keen interest in European and world affairs and photography. He is well travelled, enjoying experiencing other cultures.

steve_eling@sandwell.gov.uk



Councillor Izzi Seccombe

WMCA portfolio lead for finance and investment

Leader of Warwickshire County Council

Cllr Seccombe is portfolio lead for finance, overseeing delivery of the WMCA investment agenda.

She became the first female leader of Warwickshire County Council in May 2013 and has continued to lead her administration with passion and vigour.

Cllr Seccombe chairs the Local Government Association (LGA) Community Wellbeing Board.

cllrmsseccombe@warwickshire.gov.uk

Non-constituent councils play an important role too, observing and commenting on CA business. Non-constituent members can sign up to more than one combined authority but have limited voting. They will not be bound by the West Midlands Mayor's decisions. The Marches Local Enterprise Partnership is effectively a fourth LEP and plays a full part in CA arrangements. The Police & Crime Commissioner and the Fire Service are observers at WMCA Board meetings and continue to be closely involved since the start, along with partners across the health and resilience services and the TUC.



Stewart Towe CBE DL
Chairman of Black Country Local Enterprise Partnership

The Hadley Group is one of Europe's largest privately owned cold rolled steel manufacturers. It has operational plants in the United Kingdom, United Arab Emirates, Germany and Thailand. The Hadley Group supplies many types of industry from automotive, construction through to aerospace. The company's internationally patented UltraSTEEL process has won the Queen's Award for Enterprise Innovation.



Jonathan Browning
Chairman of the Coventry and Warwickshire Local Enterprise Partnership

Jonathan Browning is a globally-recognised figure in the automotive industry, and joins the LEP board after three years as President and CEO of Volkswagen Group of America. His career has spanned the breadth of the industry from manufacturing to sales and across multiple countries and regions, living and working in locations ranging from Turkey to Switzerland and from Germany to the US, as well as numerous parts of the UK.



Steve Hollis
Chair of the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP)

Steve Hollis has a wealth of experience within the professional and financial sector having had an illustrious career at KPMG spanning 30 years.

As chairman of the Greater Birmingham & Solihull Local Enterprise Partnership he plays a key role in the WMCA Board.



Councillor Dennis Harvey
Leader of Nuneaton and Bedworth Borough Council

Cllr Harvey represents the five non-constituent members on the WMCA SEP Board.

He has been an invaluable support to the developing governance of the combined authority.



David Jamieson
Police and Crime Commissioner for the West Midlands

David Jamieson has been Police and Crime Commissioner for the West Midlands since August 2014. He served as an MP from 1992 to 2005. From 1997 to 2005 David was a Government Minister.

He recognises the vital part the police play in the economic welfare of our region and has pioneered the use of public hearings into matters of concern to the public.



Councillor John Edwards
Chair of West Midlands Fire Service

Councillor John Edwards has been Chair of the West Midlands Fire Authority since 2011. The authority ensures that the brigade is performing its functions properly, that taxpayers are getting good value for money and that it's serving its communities. Councillor Edwards has been an elected member in Sandwell since 1978.

Power Projects

The combined authority has a portfolio of high-profile projects addressing our primary regeneration and economic growth goals.

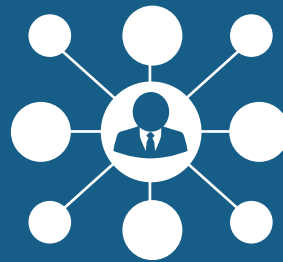
These major projects are where we will see the tangible positive changes in infrastructure, environment and economy outlined in the Strategic Economic Plan (SEP) vision.

Over time the whole region will benefit from these initiatives which underpin are values of collaboration. Through working together we can deliver so much more.

Challenges can be tackled on a bigger scale and our Combined Authority SEP will enable faster growth than predicted in plans by individual LEPs.

We know that 90% of our resident population also work and spend the majority of their leisure time here in the West Midlands.

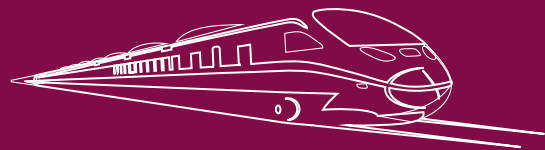
The WMCA provides the scale and capacity to make the most of the opportunities devolution offers for all of them.



HS2 and the Midlands Growth Strategy

The Midlands HS2 Growth Strategy outlines the unprecedented opportunities HS2 brings to the region. HS2 is a once-in-a-generation catalyst for economic growth and prosperity to ensure the West Midlands stays at the heart of the UK's economic future.

It outlines the delivery mechanisms, partnerships and funding structures required to turn ambitions into reality. It aims to capitalise on the benefits delivered by HS2 to drive local growth on a nationally significant scale over and above the building programme. The ultimate aim is for the investment to pay for itself – through job creation and higher productivity generating net national growth.



HS2 Growth

The interventions are focused on the three strategic pillars of people, business and place. It will ensure the wider region will benefit from radically improved national and international connectivity, securing 104,000 jobs, extra £14bn GVA, skills boost to 36% of the local population qualified to NVQ Level 4+, 2,000 apprenticeships, support for 700 businesses, and improved transport access with over two million people connected to HS2.



104,000

Jobs created in
the region



£14bn

Extra £14bn GVA



36%

Skills boost to 36% of the
local population qualified
to NVQ Level 4



2,000

Apprenticeships



700

Support for 700
businesses



2m

Improved transport access
with over 2 million people
connected to HS2

2000

Support for 2000
businesses



From the SEP

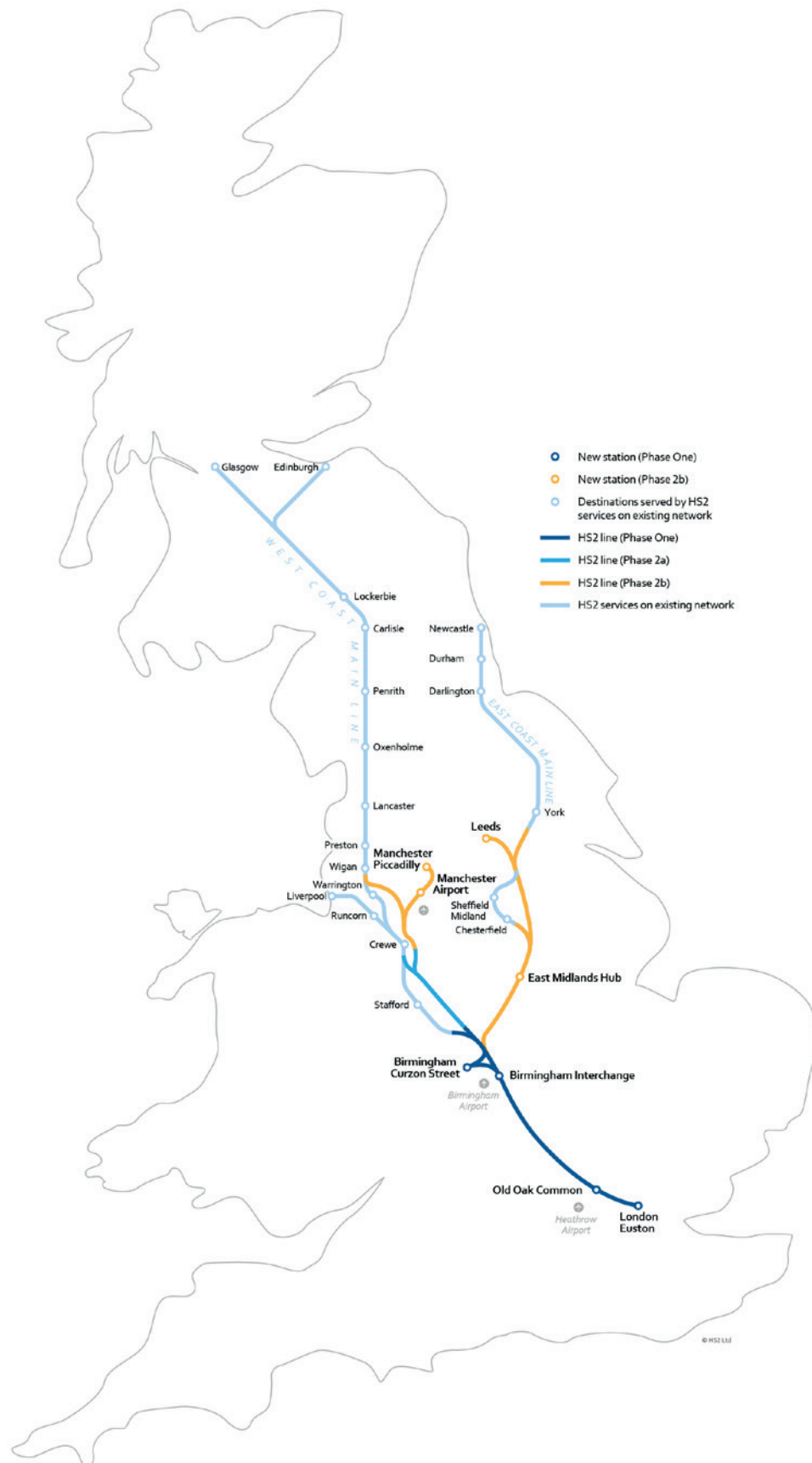


104,000 jobs

2 million people
connected to **HS2**
by public transport



HS2 route map



HS2 delivery

With Royal Assent recently granted for the high-speed route between London and the West Midlands, the region is pressing ahead with its ambitious plans to drive economic growth and improved connectivity. HS2-related momentum is already delivering elements of HS2 growth with an anticipated 2026 completion date.



Improving connectivity

Continued improvements and extensions to the region's transport infrastructure to connect even more people to the HS2 station sites

Increased network capacity

Greater capacity on existing networks across the West Midlands with enough capacity freed up on the West Coast Main Line to potentially take an average of 800 lorries off the region's roads every day

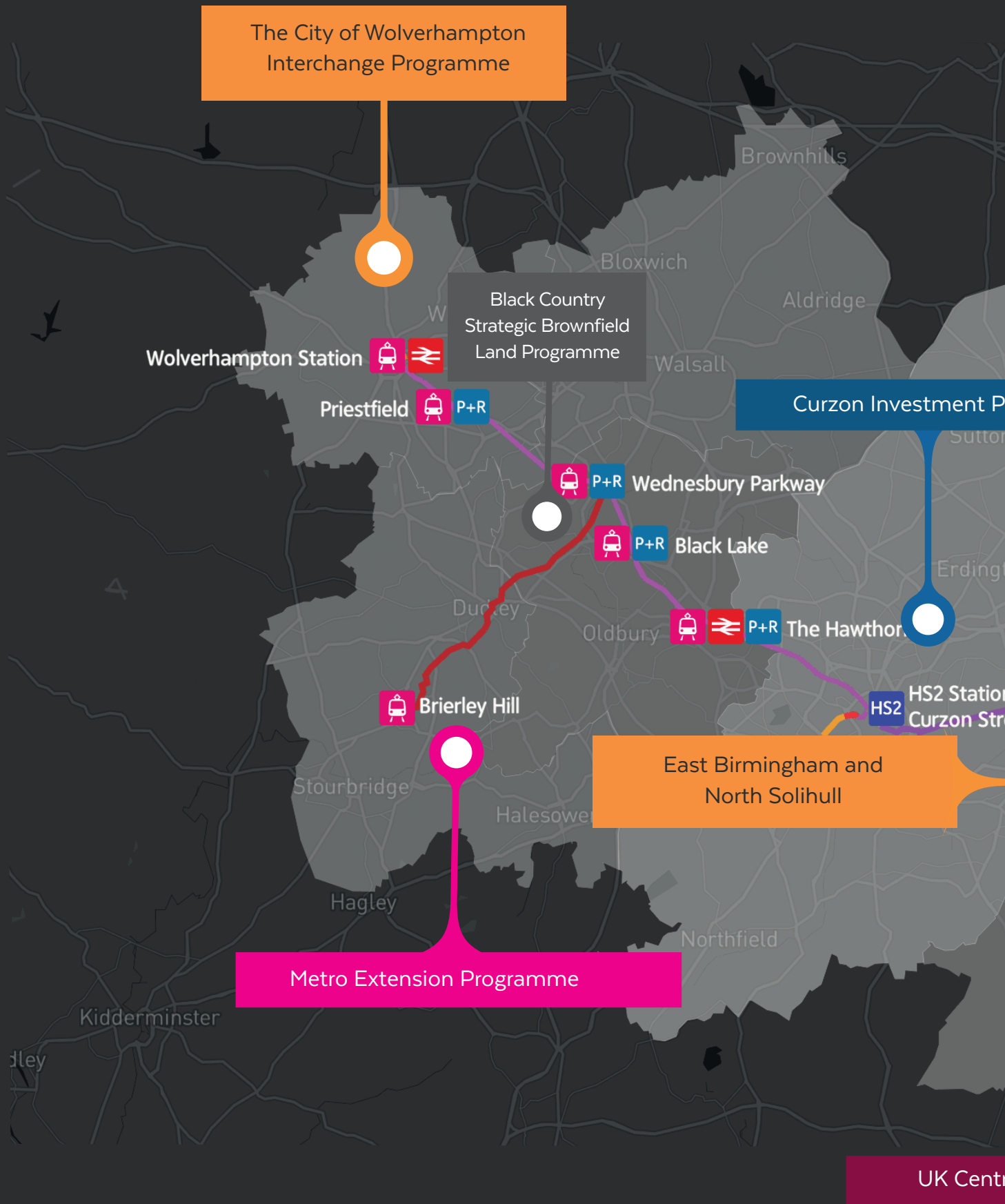
HS2 station at Curzon Street, Birmingham

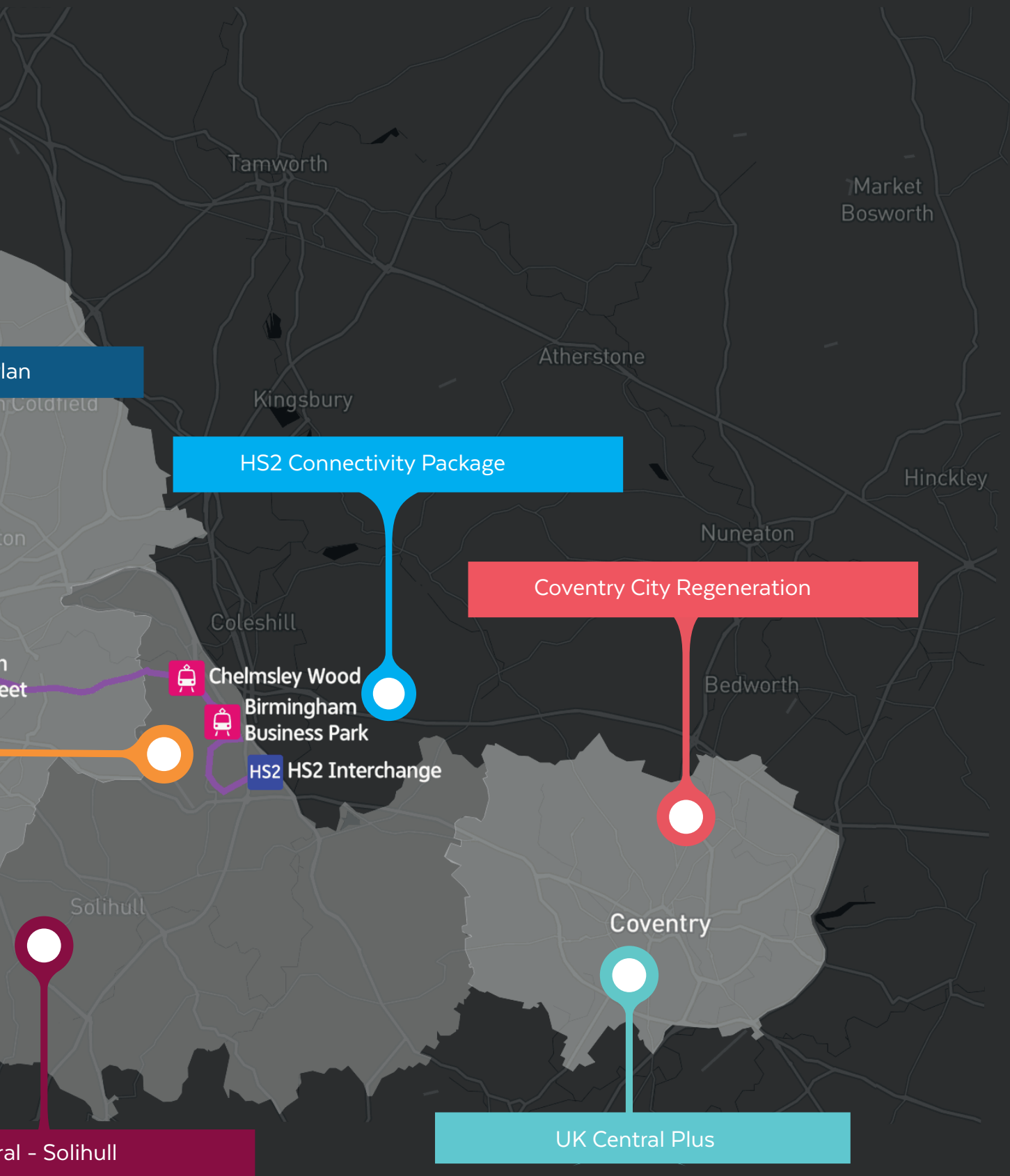
A landmark HS2 station at Curzon Street in Birmingham will provide a world-class destination for passengers with a development zone creating jobs, investment and residential communities. Curzon Investment Plan, worth almost £1 billion, is designed to regenerate the area around the planned HS2 Station; creating 36,000 jobs, 4,000 new homes and 600,000m² of commercial floor space.

500 people will maintain the rolling stock at Washwood Heath Depot which will be the operational and service hub for the fleet of high speed trains, while more jobs will be created at the state-of-the-art control centre, also in Birmingham.

UK Central HS2 Interchange

The Interchange station will create a world-class development opportunity for UK Central, Solihull. Plans are being developed for a global business hub, 'Arden Cross', with the potential to deliver 20,000 jobs and 2,000 new homes.

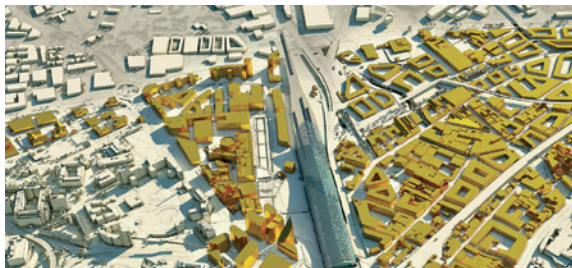




Curzon Investment Plan

Two major growth hubs:

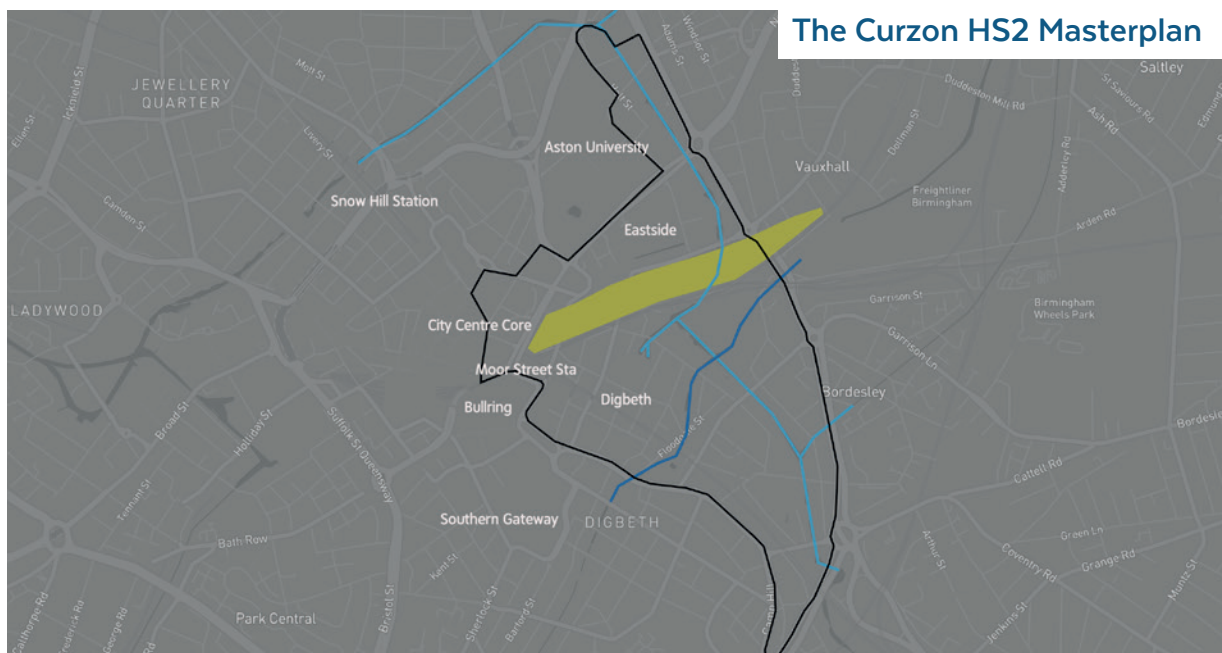
Birmingham Curzon



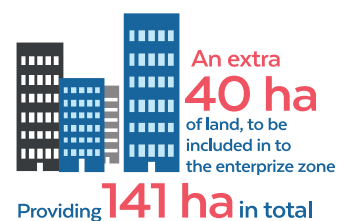
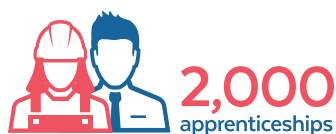
The arrival of HS2 will deliver two world class stations for the high speed rail network at Curzon and UK Central Interchange.

These stations will act as catalyst for the delivery of major development zones that will be home to internationally competitive business hubs, sustainable residential communities and major attractors of inward investment and visitor numbers to the region.

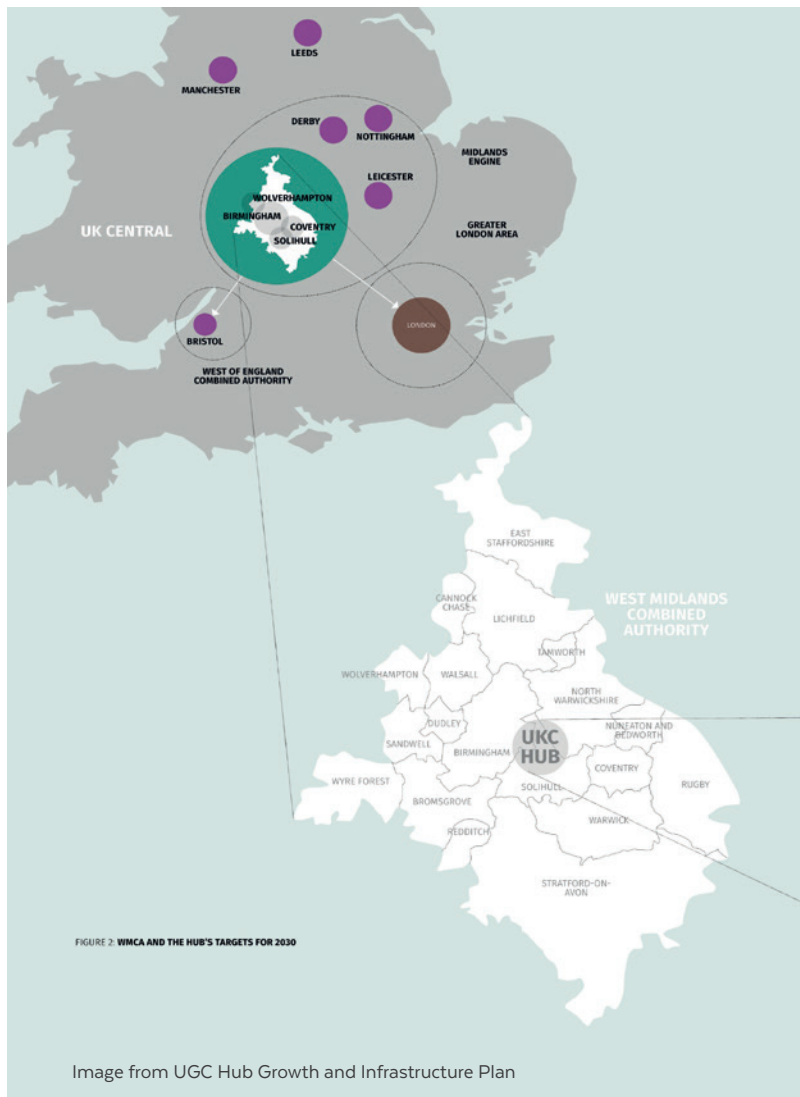
UK Central



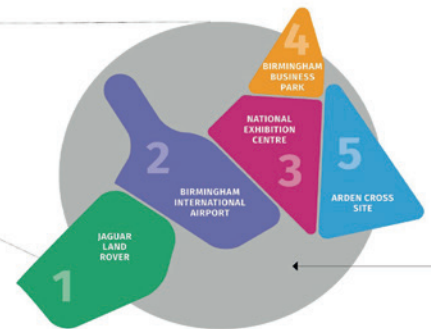
- Launched **February 2014**
- **141 hectares**
- Proximity to office district, knowledge hub, creative quarter and retail core
- Integrated approach
 - Station design
 - Connectivity
 - Wider regeneration
 - Historic environment



UK Central Hub - HS2 Interchange station site



WMCA supports the Urban Growth Company (UGC), a special purpose delivery vehicle created specifically to realise the full economic potential of the HS2 Interchange Station and related infrastructure. UGC has prepared a Hub Growth and Infrastructure Plan.



35,000 jobs

££2.1bn
GVA (per annum)



up to **2,000**
homes on the UKC interchange site



3,000 - 4,000
homes across the whole UKC region

The City of Wolverhampton Interchange Programme

The City of Wolverhampton Interchange Programme (WIP) will deliver a multi-modal transport hub in Wolverhampton, including a new train station, new bus station, a **350 space** extension to the station's multi-storey car park, and a tram extension along Piper's Row to connect with the train station. The programme also includes commercial office and leisure developments.

The programme provides a **£132m** improvement to the gateway into Wolverhampton, improving the facilities for a key station on the West Coast Main-Line. The redeveloped station is expected to be a key asset for West Midlands Rail.

The WIP is strategically important to the Strategic Economic Plan for the city and the wider Black Country.

The project will deliver **30,000 sq.m** of office, retail and leisure floor space, **£80 million** of private sector funding and **2,000** jobs. The successful development of both i10 and i11 has already increased demand for premium office accommodation in the city.



350 space
extension to the station's
multi-storey car park



£80 million
private sector funding

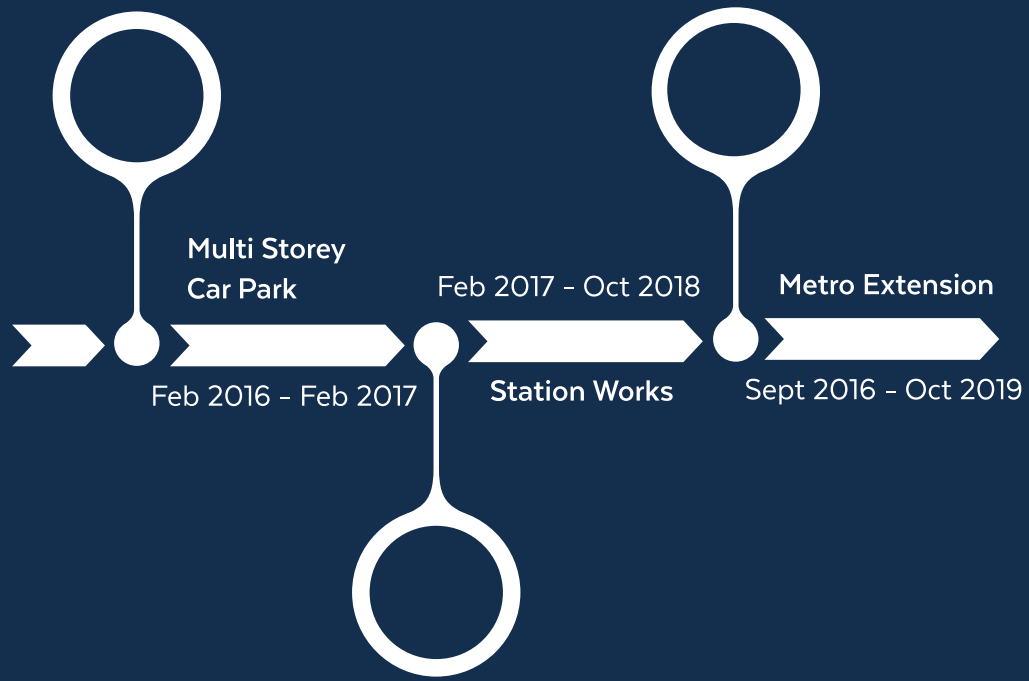


2,000
JOBS



30,000 sq.m
of office, retail and
leisure floor space

Please note the below dates are for the construction phase of the works only (inclusive of the enabling works).



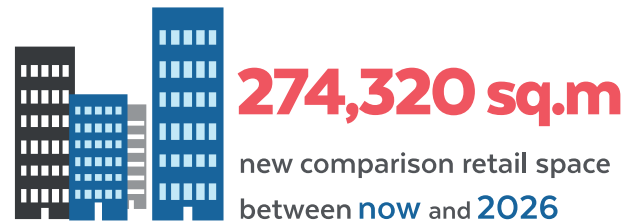
Coventry City Centre Regeneration

Coventry city centre shopping area has been significantly underperforming for some considerable time.

The size and shape of the retail units are no longer suitable for **21st century** retailing.

Experian rank Coventry retail **48th** with the prediction that it will slip to **50th within the next 3 years** although it is the **9th largest city in the England**.

The West Midlands Regional Spatial Strategy identified that Coventry should significantly grow its city centre developing an additional **274,320 sq.m** of new comparison retail space between now and **2026**.



The underperformance of the shopping centre has also been cited frequently as the main impediment to new inward investment in the city centre.

A successful city centre is of paramount importance to the future of Coventry.

WMCA support is needed to secure further Friargate related development.

Coventry will focus on the regeneration of the city centre with interlinking schemes: City Centre South, Friargate, Station Masterplan.

Friargate Business District

Coventry City Council has been authorised to secure funding of up to **£50m** to fund further developments at Friargate and to negotiate a new delivery framework with Friargate LLP, the owners of the site.

The first building at Friargate is under construction and is due for completion in **August 2017**.

Planning permission has been granted for a second building, however, construction has not yet started. The purpose of the funding is to accelerate progress and a business case will be completed early in **2017/18** providing much needed certainty for the development.

Coventry City Council officers
have been authorised to secure
funding of up to

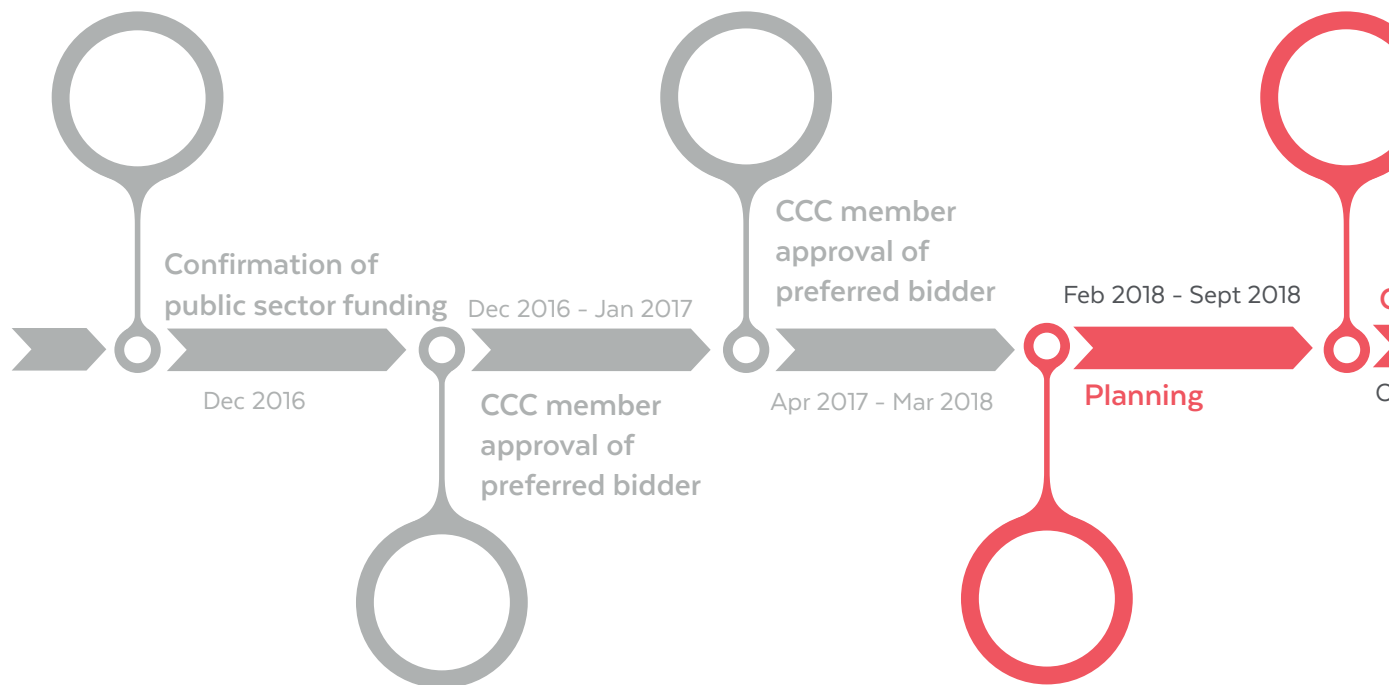
£50m

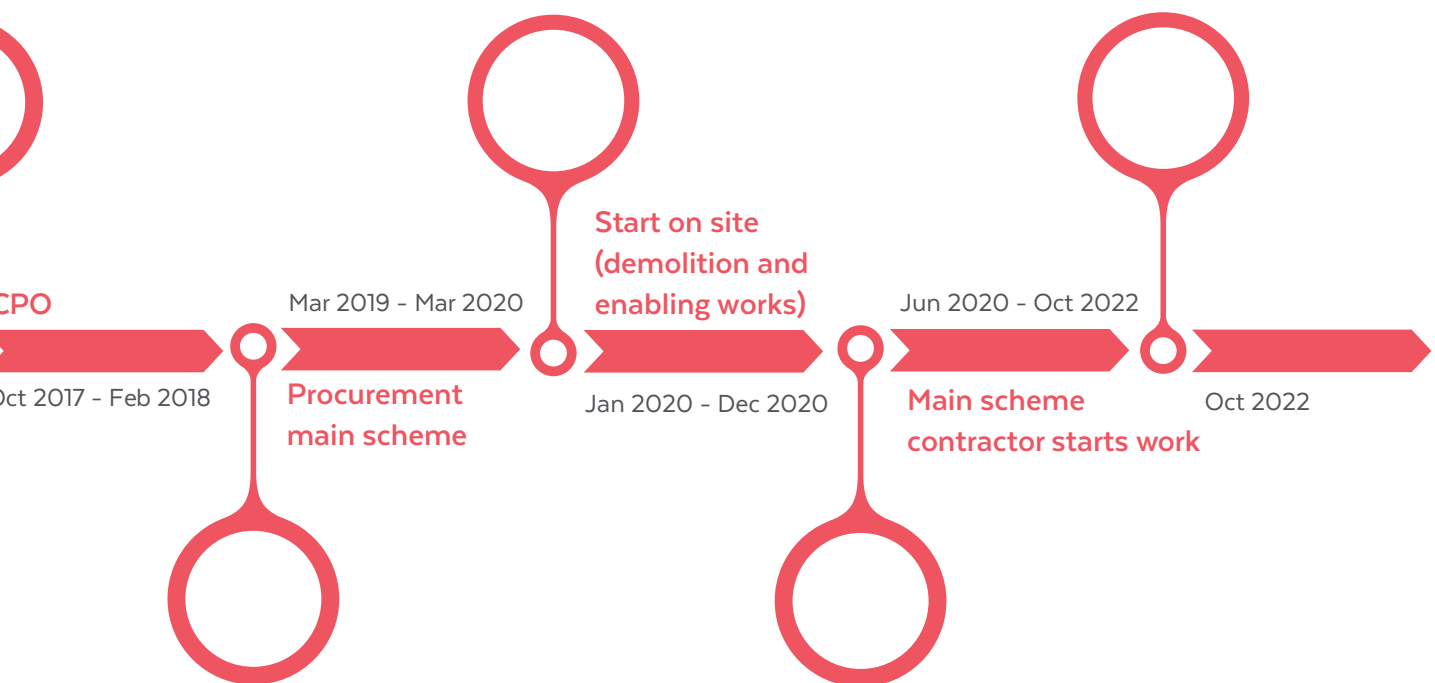
to fund further developments at Friargate

City Centre South

City Centre South

Timetable for development





The scheme is predominately private sector driven and funded, with

£98.9million
funded by the **WMCA**

UK Central Plus - Connecting Coventry

UK Central Plus – Connecting Coventry will:

- Provide a step-change in transport connectivity to remove barriers to growth
- Improve connectivity to HS2 and UK Central to maximise opportunities for inward investment
- Promote the continued growth of Coventry and help the city play a major role in the economic prosperity of the West Midlands
- Deliver an innovative approach to affordable mass rapid transit through collaboration with local business and enterprise
- Enhance the resilience of the West Midlands motorway and strategic road network reducing barriers to growth and benefiting the whole of the West Midlands
- The creation of an additional **744,000 Sq.m** of commercial space
- Support the goals of the WMCA SEP and Midlands Engine on economic growth, skills, transport and housing
- Support the expansion plans of major businesses and universities such as Jaguar Land Rover, University of Warwick and Coventry University

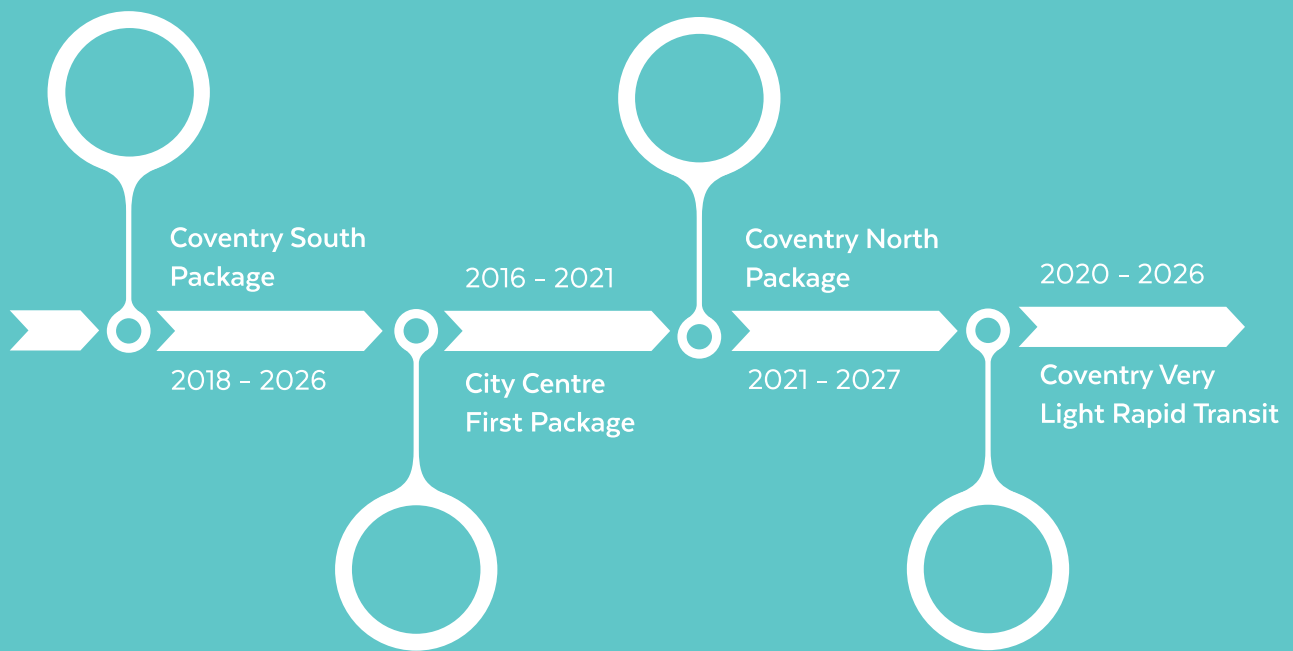

£620m
 Total programme value


£284m
 required from WMCA


Improved Skills


New Homes


Economic Growth



East Birmingham & North Solihull Project

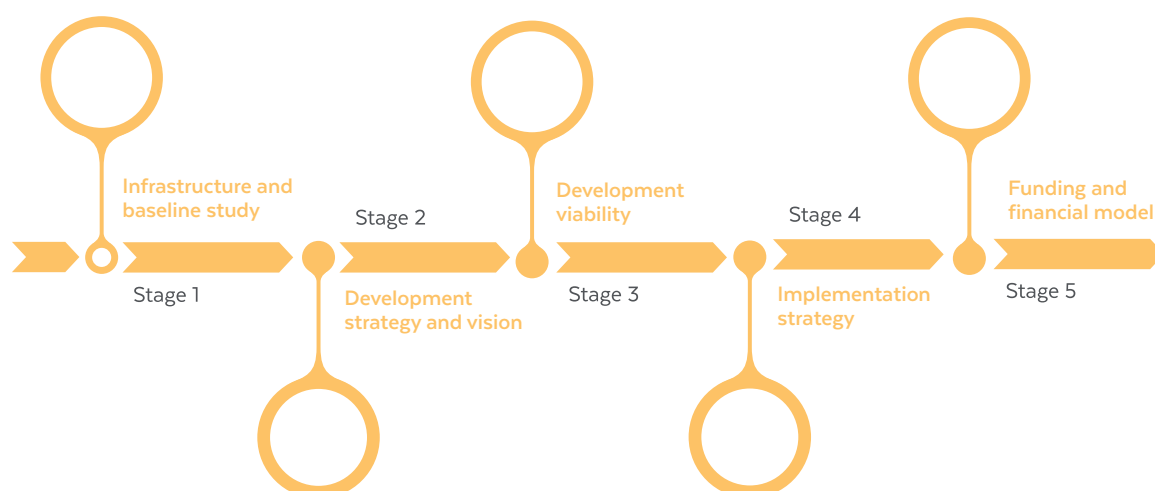
The East Birmingham and North Solihull project is essentially a regeneration strategy to transform the area. The project is still at a relatively early stage with Peter Brett Associates commissioned to prepare the evidence base for what will be a holistic approach to the area (jointly appointed by Birmingham City Council, Solihull Council and the Homes and Communities Agency (HCA).

The extension of the Metro through the area and enhanced connectivity will be an important strand of the approach but other strands will be equally important, including the challenging health issues in the area, education and initiatives to get local people into jobs.

- Greater understanding of challenges in East Birmingham & North Solihull
- Identify key regeneration opportunities
- Formulate a strategy to maximise impact of opportunities


The challenges

- Persistently high levels of unemployment
- Low levels of academic attainment and skills
- Poor transport connectivity – a barrier to accessing employment and growth
- Poor quality housing – including design and layout
- Shortage of employment land for development
- Limited development activity – weak market
- Poor environment



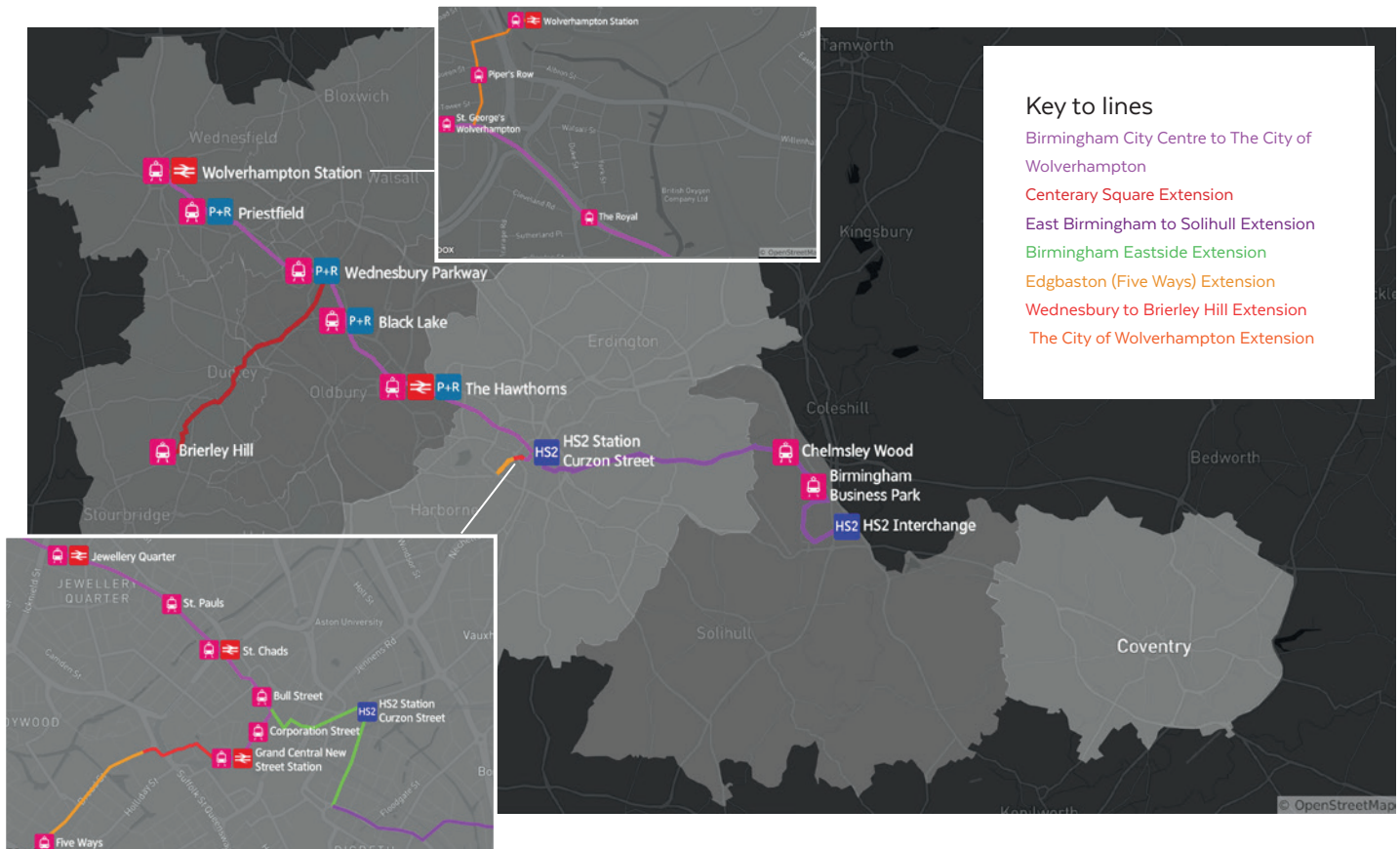
Comprehensive approach to East Birmingham & North Solihull – bringing together key stakeholders:

Metro extension programme



Our ambitious Metro extension plans will see a connectivity boost across the regional transport network. Trams will run from the airport through Birmingham city centre, linking up with HS2 and out through Wolverhampton and the Black Country to Brierley Hill.

During the next 12 months work will press ahead on the Wolverhampton extension and Centenary Square in Birmingham.



Delivery of the
whole network by
2026 at a cost of
£1.3bn

Extension programme includes:

- The City of Wolverhampton Council city centre extension – (in the context of the WIP programme)
- Edgbaston (Five Ways) [phased delivery St Paul's to Grand Central (complete)/Grand Central to Centenary Square/Centenary Square to Edgbaston]
- Wednesbury to Brierley Hill
- Birmingham Eastside (Bull Street to HS2 & Digbeth)
- East Birmingham Solihull (Digbeth to Airport and UK Central and HS2 Interchange)

Enterprise Zones

The combined authority is working alongside Enterprise Zones across the region.

These are designated areas across the country benefiting from tax breaks and government support for both new and expanding firms.

The aim is to attract more foreign investment into the country, delivering long-term, sustainable growth based on cutting-edge technology and enterprise.

Dudley's Business and Innovation Enterprise Zone - DY5 - will create a high-tech hub in the Black Country. Located in the strategic centre of Brierley Hill it will connect advanced manufacturing to industrial sites to put Dudley on the national and international map.

It will support a **£600 million** injection into the region's economy, **300 new businesses and 7000 new jobs over 25 years**. A Midland Metro extension will link it to new local housing developments and to i54, HS2, Birmingham International Airport and Birmingham city centre.

The Black Country Enterprise Zone covers two prime locations, Wolverhampton North – home to i54 – and Darlaston in Walsall.

It aims to deliver some **400,000 sqm of industrial and commercial floorspace and create up to 7,000 new jobs by 2038**, in priority support sectors including high value logistics and environmental technologies, including automotive, aerospace and engineering.

Strategic transport improvements such as a new M54 motorway junction, a £64m scheme for the M6 J10 and the £26m Darlaston Access Project will benefit the BCEZ.

Around £1bn investment and more than 230,000sqm floorspace has already been delivered creating around 4,000 jobs, with occupiers including JLR, Moog, and Eurofins, International Security Printers and a Porsche dealership.



Non-constituent authorities

Non-constituent authorities also benefit from the CA's strategic plans, with major investment earmarked for a number of sites.

These include a programme of investment and infrastructure improvements in a commercial, leisure, retail, education and housing development in Nuneaton.

And a **£21.6 million** development creating an estimated **425 jobs** in Cannock was the first project to receive **£7 million** backing from the WMCA's Collective Investment Fund (CIF). This will see **two industrial units** covering **14 acres** built at Kingswood Lakeside.



£7m

backing from WMCA
Collective Investment Fund



£21.6m

development



425

jobs to be created
in Cannock

Housing

New housing will be central to achieving economic growth in the region and is a key part of the WMCA's strategic economic plan (SEP). By 2030 we aim to build an additional 1.9million homes.

The Greater Icknield and Smethwick area will play a vital role in delivering our ambition and has already attracted investment and commitment from public and private sector partners, including over £400million in infrastructure.

Delivery is already happening on the ground and confidence is high that growth will be accelerated through a housing action zone approach and a programme of targeted investment.

The Black Country LEP, along with Dudley, Sandwell, Walsall and Wolverhampton Councils and the Homes and Communities Agency are working together to create a new 21st **Black Country Garden City**, which will connect into existing communities and infrastructure.

This Garden City vision will utilise existing green, cultural and economic assets to develop attractive

places where people want to live, transforming the reality and perception of the Black Country. There is an opportunity to lever £6 billion of investment and deliver 45,000 new homes over the next 10 years, by applying the garden city principles of:

- Well connected communities by car, public transport, cycling and walking
- Green streets and easy access to green space
- Mixed use, mixed tenure and mixed density attractive neighbourhoods
- Chances for engaging the local community
- Space for enterprise and creative industries to flourish

This will be aided by the recent **£53m grant from the Combined Authority's Land Reclamation Fund** to support projects in the Black Country.

The WMCA is working hard on proposals for housing action zones throughout the region.

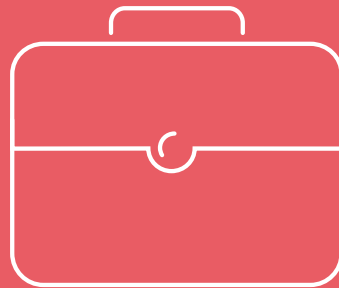


The Black Country Garden City vision will utilise existing green, cultural and economic assets to develop attractive places where people want to live.

Commissions

We have an ambitious agenda to create a blueprint for economic, social and public sector reform for the West Midlands. The combined authority has established three independent commissions.

These aim to improve competitiveness and productivity, attract greater business investment, tackle long term unemployment, develop skills and bring more land and buildings back into productive use. They also aim to address some of the most intractable problems of public service reform including mental ill health.



Mental Health Commission

The WMCA created its Mental Health Commission to lead the way in transforming mental health services – working across the whole of the West Midlands, both constituent and non-constituent authorities.

A real determination to end the injustice suffered by those with mental ill health was behind this programme to promote mental wellbeing and direct both public and private resources more effectively.

It was immensely ambitious – but business as usual was just not acceptable. Ultimately the aim is parity for mental and physical ill health, an end to stigma and people being treated on equal terms.

What has made it work was the common commitment at leadership level, in the combined authority, health services, community and business.

In a unique collaboration with the West Midlands Police & Crime Commissioner's office, Supt Sean Russell was seconded as implementation director – to deliver the agenda and hold organisations to account. The Commissioner David Jamieson has been immensely supportive of this.

A dedicated team of people ranging from mental health professionals, academics and politicians to a diverse group of individuals suffering mental ill health – the Citizens Jury – worked with real passion to come up with a set of concrete actions – the action plan Thrive West Midlands.

OVER THE COMING YEAR

The first West Midlands Walking Out Of Darkness event – to raise awareness about mental health and suicide prevention

We aim to recruit organisations to sign up to our Wellbeing Charter

Working to give our young people the 'best start in life'



The Commission has also launched a zero suicide tolerance ambition for this region. The impact of suicide on families is incalculable. We can be much more effective in saving people's lives and we have a moral obligation to do that.

The Commission was asked to look at the total cost of mental ill health to the region and to consider how we could make more effective use of resources in order to achieve better results for people and to have a positive impact on the regional economy.

One key proposal is a trial Wellbeing Premium – a discount on an employer's business rates in return for that employer committing to key evidence-based actions to improve the wellbeing of people at work.

Great work is already taking place in the West Midlands but we are committed to doing more.

Implementation director Supt Sean Russell, with the support of a new WMCA Wellbeing Board, is in post to ensure the actions are implemented and will monitor progress.

And the Citizens Jury, a wonderful group of individuals with experience of mental health issues, will continue to shape the work and hold the commission to account.



Thrive West Midlands

WMCA's Mental Health Commission's action plan 'Thrive West Midlands' was launched in January to considerable acclaim from a diverse professional and mainstream audience.

1 SUPPORTING PEOPLE INTO WORK, AND WHILST IN WORK



2 PROVIDING SAFE AND STABLE PLACES TO LIVE



3 MENTAL HEALTH AND CRIMINAL JUSTICE



4 DEVELOPING APPROACHES TO HEALTH AND CARE



5 GETTING THE COMMUNITY INVOLVED



Land Commission

Strategically planned and managed economic development is essential if the West Midlands is to compete on the world stage and meet the Strategic Economic Plan's ambitious targets – but land supply across the West Midlands is an acknowledged threat to jobs and economic growth targets, as well as property development and regeneration aims.

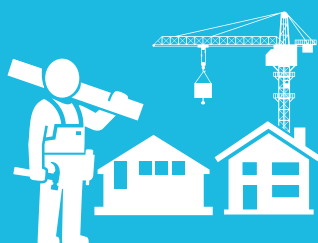
The combined authority set up its Land Commission as part of the original devolution deal, to take a fresh look at the whole question of land availability in the region and suggest ways to free up developable land and accelerate the pace of delivery.

National property expert Paul Marcuse was appointed to chair the commission, which gathered evidence from land owners, developers, house builders, local authorities and other interested parties on issues impacting on the pace and scale of commercial and residential development.

A final report was presented in February 2017, making a number of recommendations for the WMCA Board to consider.

OVER THE COMING YEAR

- The WMCA, led by the Mayor, will consider the Land Commission's recommendations and develop an action plan to accelerate delivery and identify new ways of working.
- Other measures include enhanced recycling of brownfield land, more strategic planning and the creation of a spatial framework to guide development into locations where it would have maximum economic impact.



Increased rate of house
building

Land acquisition

Housing has been identified as a priority action through the Strategic Economic Plan (SEP).

The Land Commission's report offers guidance on how the CA will move forward to meet this priority.

Unlocking processes for acquiring land around the region is key to supporting delivery of more and better housing – a top priority for the combined authority.



£500m

housing investment



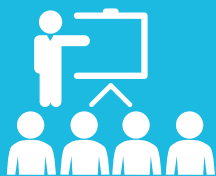
+£2bn

GVA by 2021



+23,000

jobs by 2021



Develop construction
training centres



+£4bn

GVA by 2030



+47,000

jobs by 2030

Figures taken from Housing section of the SEP



Support development
of low carbon and zero
carbon homes

Productivity & Skills Commission

The Productivity & Skills Commission has been set the task of understanding the true extent of the productivity challenge in the West Midlands, identifying the component causes and making recommendations to address the issues identified.

The first stage has been to collate baseline information on what we already know about the productivity and skills landscape within the West Midlands and to identify areas where we need a greater understanding of the issues, how they are currently being addressed, what works and what we could do differently to make a step change in performance.

The next step, through the launch of the Call for Evidence, is to seek wider views and input on the issues that can be used as a basis to articulate a clear vision for productivity and skills in the West Midlands.

A WMCA Productivity Leadership Group, led by Dr Andy Palmer, President and Chief Executive Officer of Aston Martin Lagonda, and bringing together business leaders from across the LEPS, will ensure that our plans to drive productivity are designed by and for local businesses. This group will be advised by experts from across the region and central government including senior leaders operating within the productivity and skills system as well as senior academics from across our universities.

OVER THE COMING YEAR

The Commission will:

Produce a clear vision for productivity and skills

Develop Integrated Productivity & Skills Plans for each of the transformational sectors identified within the SEP, setting out detailed roadmaps to get us from where we are now to where we want to be

Test and prototype different approaches to understand what works and what doesn't



Leaders in export



Productivity & Skills Targets

From the SEP



2x

Double the productivity
of services



New public sector hubs



+273,000

jobs by 2021



+£30bn

GVA by 2021



+£75bn

GVA by 2030

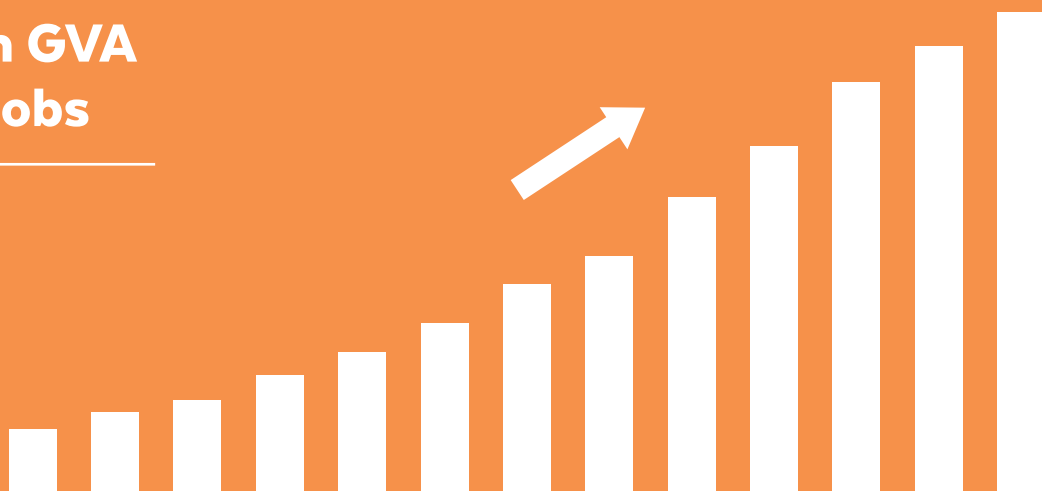


+504,000

jobs by 2030

45 bn GVA
1.1m jobs

Baseline





universities



27

colleges



293

mainstream
secondary schools



11

science parks

Public Service Reform

The vision is to improve the life chances of West Midlands residents, with four main themes which impact across organisations and social groups all over the region – and relate to major areas of public investment.

These focus primarily on people with multiple complex needs, working towards better health and wellbeing, fewer inequalities, higher employment and skills levels, and reduced offending and re-offending rates.

Another important ambition of the PSR programme is to get rid of the gap between the costs of local public services and the tax generated by the local economy – currently standing at around **£4 billion per year**.

We will seek ‘pump-prime’ funding from local savings, increased tax income and central government savings will be used, alongside social value and social investment initiatives, to deliver further transformation funding leading to further improved outcomes.

Our PSR programme is working on the ‘enablers’ of reform. These include financial arrangements – arguing for devolution of national transformation funding to the region – and virtual pooled budgets for the criminal justice system, workforce development, with the University of Birmingham 21st Century Public Servant team, and robust evaluation of proposed innovations through the PSR Review Tool.

OVER THE COMING YEAR

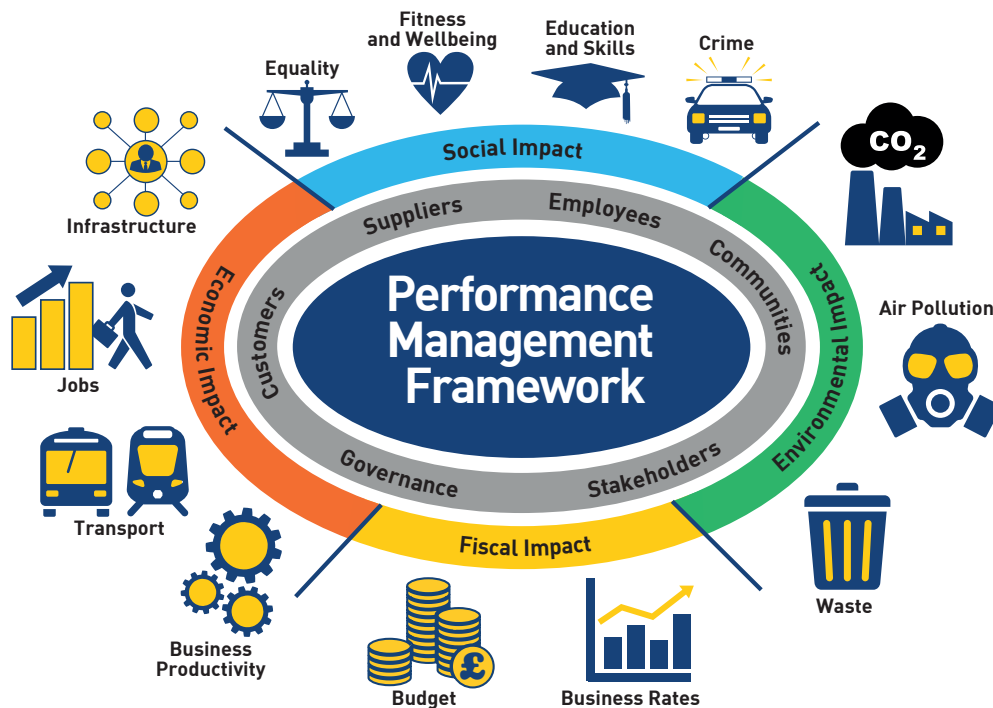
will see our efforts targeted on:

- A pilot of intensive support to particularly vulnerable children.
- Delivering commitments in the devolution agreement: preparing for devolution of the adult education budget and co-design of the DWP Work & Health Programme and developing an innovative employment support pilot for the hardest to help.
- The Mental Health Commission has reported its outcomes and action plan for delivery and we are also designing new support and services to support the ‘best start in life’ for young people in the region.
- Reducing repeat offending by those with particular vulnerabilities – specifically young people and women offenders. A pilot of new support to prevent re-offending by female offenders is under way in two areas.



Performance management framework

We are tracking our performance and its impact using this model.



Working in partnership

As the WMCA grows, so our number of partners increase and we anticipate working with even more organisations [over the next 12 months](#).

The region's Local Enterprise Partnerships have been with us from the start and the Police Crime Commissioner's Office, The West Midlands Fire Service and more recently the Trade Union Congress (West Midlands) have come on board.

But the spirit of partnership is truly alive and vibrant within the private, educational, health, faith and voluntary sectors. Bespoke organisations such as the [Further Education Skills and Productivity Group](#), [West Midlands Adult and Community Learning Alliance](#), [West Midlands Women's Voice and Engage WM](#) have been established specifically to support the work of the WMCA and we look forward to [developing new partnerships](#) with Civify and Citizens UK in the year ahead.

Our Growth Company

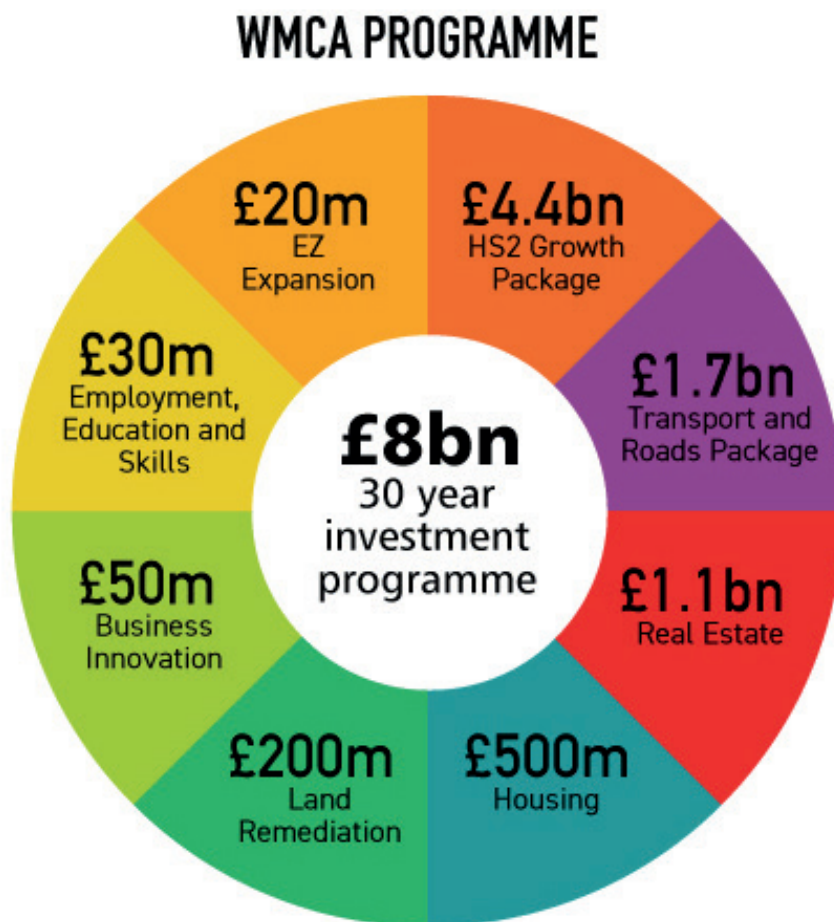
From May 2017 there will be a [new growth company](#) working as part of the Combined Authority who will work to promote the region around the world.

This is an important development as the WMCA is keen to attract investment from overseas, as well as promoting the region's business and tourism offering.

Existing world-class facilities, such as the region's universities, will be key focus of plans to [secure foreign investment](#).

The new company will also support the delivery of the strategic economic plan, which is central to the government's wider ambition for the Midlands Engine strategy.

Appendix 1



Appendix 2

WMCA Operational Budget 2017/18	Responsible Councillor	2017/18 Base Bid	
		£	£
Constituent Member Contributions		1,750,000	
Non Constituent Member Contributions		425,000	
Discount for Early Payment		(326,250)	
Total Contributions			1,848,750
Gain Share Contribution			1,936,250
Investment Income			493,500
EXPENDITURE GRAND TOTAL			4,278,500
Portfolio			
Growth Company		700,000	
DEIM & EIU / SEP		240,000	
Culture & Tourism Commission		246,000	
Economic Growth	John Clancy		1,186,000
Mental Health Commission		230,000	
Health and Well Being	Peter Lowe		230,000
Public Sector Reform	Steve Eling		480,000
Skills and Productivity		544,000	
Innovation Fund		30,000	
Skills and Productivity	George Duggins		574,000
Housing and Land	Sean Coughlan		100,000
Collective Investment Fund		350,000	
Financing and Investment	Izzi Seccombe		350,000
Transport	Roger Lawrence		81,500
WMCA Leadership	Bob Sleigh		1,277,000
Total Expenditure			4,278,500
Net Surplus / (Deficit)			(0)

WMCA Summary Revenue Budget 2017/18		Transport	WMCA Operational Budget	Gain Share	Mayor
	£000	£000	£000	£000	£000
INCOME					
General (un-ringfenced) resources:					
- Devolution Deal grant	36,500.0		1,936.3	29,563.8	5,000.0
- Membership Fees Constituent Members and Non-Constituent Members	1,848.8		1,848.8		
- Business rates growth	0.0				
- Interest on Investments	883.5		493.5	390.0	
- Investment Fund earnings	402.8			402.8	
Specific resources:					
- Transport Levy	121,542.0	121,542.0			
Total Income	161,177.0	121,542.0	4,278.5	30,356.5	5,000.0
EXPENDITURE					
- Operational budget	4,278.5		4,278.5		
- Program control, management, Assurance and Risk	700.0			700.0	
- Mayoral Elections	5,000.0				5,000.0
- Mayoral Office	0.0				*
- Transport delivery	103,888.2	103,888.2			
Capital Financing:					
- Debt finance costs	16,153.8	16,153.8			
- Revenue finance of capital expenditure	31,156.5	1,500.0		29,656.5	
Total Expenditure	161,177.0	121,542.0	4,278.5	30,356.5	5,000.0
Net	0.00	0.0	0.0	0.0	0.0