

West Midlands Regional Assembly 2009-10 Final Year Business Plan & Budget

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Chairman's Statement

This is the last business plan of the West Midlands Regional Assembly and it is an opportunity to look back at what this Assembly has achieved over the last year and also to look forward to what we hope to deliver in our final year.

The fact that this is our final year will offer no slowdown in the work programme for us. Together with key partners we will play our part in the change management plan whilst undertaking the Examination in Public of the WMRSS Phase Two and preparing the ground for Phase Three. Alongside this work we will contribute to the development of a Single Integrated Regional Strategy and ensure that the way in which the Sub National Review is implemented in this Region will, far from destroying the excellent working arrangements that we have put in place, enhance and sharpen the delivery of regional working and regional governance.

We set ourselves a demanding programme in 2008-09. I am very pleased that we have achieved almost all of the targets and that those few which have been amended or dropped are as a result of actions which are outside our control. The most significant of course is the timetable for the WMRSS Revision, which we would have achieved had it not been for the delay forced on us by the government's decision to instruct consultants to look at the implications of increased housing figures; which in turn has forced the Examination in Public to be delayed until April 2009. This has also resulted in a need to seek a contingency for expenditure on EiP into this final year.

The Assembly's staff deserve great praise for their commitment, staying with the Assembly through this time of great uncertainty and I pay tribute to them for that. It speaks volumes of their belief that what they are doing makes a real and positive difference across the Region, and that their work is valued. Their considerable achievements are detailed in the following pages, and I will not do them a disservice by singling out any particular matters here. Once again, from planning, housing and transport to strategic review and scrutiny; and our other activities that support the core work such as rural affairs, social inclusion and working to develop and then to implement the European Strategy for the Region; the Assembly has delivered.

All of our achievements are even more notable because they have been delivered with a decreasing budget. A significant budgetary cut in 2009-10 on top of what we had to absorb in 2008-09 and 2007-08 makes our final year the toughest challenge yet. It has become very clear in constructing this work programme that we can only deliver on our commitments if we are able to carry funding for the Examination in Public from 2008-09 into 2009-10; the accompanying budget is constructed on this premise.

As the Assembly's last Chairman, I would like to thank all the people who will play a part in ensuring a successful and smooth transition, and trust that we maintain maximum interest and activity, particularly as this will be our most critical year yet in terms of the WMRSS.

Cllr David S Smith, Chairman

Key Achievements 2008-09

Corporate Governance

Since the publication of the Sub National Review in July 2007 the Assembly has been working with key partners to develop a transition plan; the ultimate design of this has been difficult as at the time of writing, the final plans are unknown. We have done what we can with what we think we can be clear about.

First, it seems as if there will be a strengthened role for local government. This will be around the development of a leaders forum, which we have worked on and succeeded in setting up; and also through the economic development duty for local authorities and the delegation of RDA funding and management around that. We have also commissioned work around the future role of the social, environmental and economic partners in the Assembly and other partner agencies who are not formally a part of our structure. This aims to explore how they can exercise influence through their expertise and skills, even if they are not a part of the formal decision making structures in future.

We therefore set up the Strategic Transition Board, working with our partners so that all elements of the Assembly are represented. This provides some high level overview of the issues around transition and will continue for as long as it is needed and performs a useful role. Through this and our strengthened local government structures, we, along with GOWM, have set up a Joint Board with the Regional Development Agency, whose first task has been looking at the RFA Round 2 allocations.

None of this has meant that we have minimised the role of the Assembly. In fact we have undertaken a review of the operating arrangements of the Assembly to ensure that these are as practical and fit for purpose as possible leading up to transition, and are also as cost effective as possible given budget pressures. As a result of this there are no changes to the Assembly itself; it retains its full membership, covering all of the Region and with the appropriate ratio of local government and social, environmental and economic partners (SEEP); and it will continue to meet quarterly until new arrangements are sufficiently clearer. There are significant changes however in the decision making arrangements; key decisions will now be taken by the Assembly Board of Directors with some delegated powers to the Planning and Environment and Housing Executives, the partnerships have come together in the new Strategy Advisory Panel to fulfil an advisory role having given up the decision making powers previously delegated by the Board.

The Assembly has also continued to lead and support significant regional activities such as City Regions, EUConnects, ESF Co-Financing Action Plan and Living Well in the West Midlands funded by the Big Lottery.

Finally, we have also undertaken an extensive review of our corporate governance arrangements and put in place improvements in key areas. We have achieved either significant or full assurance from internal audit on our processes. Given the short period of time before the Assembly is wound up and the limited funding available, we will not undertake any further internal audit work but assurance will be provided via a final external audit at the end of the life of the Assembly.

Communications

Our communications activity has been an integral part of the delivery of our core priorities; providing specific support to WMRSS Revision and enhancing the value our activities bring to the Region. In particular it has;

- Led the communications activities to raise awareness of the WMRSS Phase Two Revision Preferred Options consultation
- Project managed the design and production of the WMRSS Phase Three documents
- Coordinated the design and production of the RPB publications
- Produced a communications strategy to inform much of the work in 2008/9
- Continued to build on communication links with MPs and MEPs via the quarterly e-publication, West Midlands News, which reports on the latest developments and news from the RPB

Regional Planning Body

The Planning Partnership oversaw some significant milestones in the development of the WMRSS in the West Midlands. Once again the achievements recorded owe much to the willingness of partners in the public, private and voluntary sectors to play their part.

WMRSS Phase Two Revision

Following the submission of the WMRSS Phase Two Revision Draft to the Secretary of State in December 2007, the Regional Planning Body continued to take forward this Phase of the Revision, in particular in preparation for the Examination in Public (EiP).

- Constructively engaged with GOWM and its consultants Nathaniel Lichfield and Partners to provide a Regional Planning Body input into the housing study commissioned by GOWM.
- Completed and updated technical work to ensure the EiP can draw on a comprehensive and up-to-date evidence base.
- Submitted Regional Planning Body representations to the EiP Panel by 8th December 2008 to inform the EiP process in the light of the study by Nathaniel Lichfield and Partners.
- Prepared for the EiP, including liaison with the Panel Secretariat to ensure a smooth run-up to the EiP, and preparation of formal Assembly submissions by end of March 2009.
- Continued work with regional and sub-regional partners to promote policy alignment, including a close alignment with the West Midlands Economic Strategy.

WMRSS Phase Three Revision

WMRSS Phase Three Revision started with the preparation of a Draft Project Plan which was launched for public consultation in November 2007 and since then we have;

- Progressed technical work to inform the definition of the scope of Phase Three, including the issues to be covered in this Phase.
- Prepared a Draft Project Plan for public consultation between December 2007 and January 2008.

- Analysed responses to the Draft Project Plan consultation and developed a final Project Plan in light of consultation responses.
- Developed Briefs to the Section 4(4) Strategic Authorities to seek their advice which informed development of Options during 2008.
- Commissioned the Sustainability Appraisal.
- Published a Scoping Framework for the Phase Three Revision Sustainability Appraisal.
- Prepared a Phase Three Options consultation event due for formal launch in July 2009.

WMRSS Monitoring

Considerable work has taken place as part of the WMRSS Revision to strengthen the WMRSS monitoring framework and to further integrate monitoring into the Revision cycle via the strengthening of links between monitoring and implementation.

- Published the Annual Monitoring Report (AMR) in line with statutory requirements, work that was cited by DCLG as good practice in feedback to the English Regional Assemblies.
- Achieved a fundamental review of the monitoring framework as part of the WMRSS Phase Two Revision evidence base.
- Published the Regional Housing and Employment Land Supplementary Reports in September 2008.
- Held a very successful 'Monitoring the WMRSS' Stakeholders Conference in September 2008.
- Strengthened Contextual Monitoring via input in to WMRO's State of the Region Report and WMRO input to WMRSS Annual Monitoring Report.

WMRSS Implementation

The primary focus has been the preparation of the Draft Implementation Plan to accompany the WMRSS Phase Two Revision Draft submission documentation.

- Completed the technical work required to underpin preparation of the Draft Implementation Plan, including an assessment of the infrastructure implications of the Phase Two Revision Draft.
- Constructed an Implementation Plan and structures to incorporate Phase One and Phase Two requirements, building on existing good practice and reassuring government of the deliverability of the Strategy
- Ensured that government initiatives such as City Region and Growth Points are appropriately incorporated into the Strategy.
- Continued to work with a range of partners including professional institutes to promote increased awareness of WMRSS and further alignment of regional policies.
- Re-established a WMRSS Implementation Group to oversee the updating of the draft WMRSS Implementation Plan ahead of the Phase Two EiP.
- Prepared a brief to guide the work of individual sub-regions in developing individual Implementation Frameworks as an input to updating.

WMRSS Conformity

- Responded to all consultations in respect of Local Development Documents and regionally significant planning applications within statutory timescales. Between the 1st April and 30th November 2008 we responded to 22 regionally significant planning applications, 16 pre Submission consultation Documents (i.e. Issues and Options and Preferred options) and 2 Submission Documents where a formal opinion of general conformity was given.

- Responded to consultations produced by neighbouring regions in respect of the relationship to the West Midlands WMRSS.
- Produced and disseminated user friendly guidance for Local Authority Development Control staff.
- Held one to one meetings with numerous local authorities in connection with Core Strategy development (in conjunction with Regional Partners – GOWM, AWM and Highways Agency).
- Adapted to procedural changes made by central government in respect of Local Development Frameworks

Regional Transport Partnership

In addition to progressing the major elements of the Business Plan 2008-09 has been a year of review.

- WMRSS Phase Two Preferred Option and on-going process leading toward the Examination in Public in 2009
- Published the Regional Transport Priorities Action Plan, as part of the Regional Minister's 'Transport Challenge'
- Inputted into the Regional Funding Advice (Round 2) process
- Provided transport advice for Growth Points as part of the Community Infrastructure Fund (Round 2)
- Provided Input and engagement with the Transport Governance Review (in response to the Local Transport Bill), Regional Partnerships and Assembly Operational Reviews (in response to the SNR), the Assembly Strategic Review of Transport and the RFA Transport programme Independent Review.

Regional Housing Executive

During 2008-09 the Regional Housing Executive (RHE) continued to deliver the Regional Housing Board function for the Region. The RHE is consistently well attended, well respected across the Region and the four Sub-Regional Housing Market Area Partnerships continued to provide guidance to it, enabling the RHE to effectively formulate advice to Ministers and successfully deliver on a number of key responsibilities:

- Continued to advise CLG of the allocations for the Regional Housing Allocations Strategy for 2008-2011 (allocation of Capital Housing funding for local authorities and the National Affordable Housing Programme (NAHP))
- Monitored the outputs from local authority Capital Housing spend for 2007-2008
- Continued to support the WMRSS Phase Two Revision process – commissioned a re-refresh of the affordable housing estimate and other re-refresh of the shared evidence base required by the Region
- Ensured completion of and part funded Strategic Housing Market Assessments for all the Sub-Regional Housing Market Area Partnerships
- Steered the completion of Gypsy and Traveller Accommodation Assessments (GTAAs) being undertaken by Sub-Regional Housing Market Area Partnerships or other appropriate sub-regional groupings
- Undertook a regional benchmarking of the Sub-Regional GTAAs to provide a regional overview of needs for WMRSS Phase Three revision and to provide advice to the Gypsy and Traveller Site Grant bidding process
- Supported the roll out of the Kick Start Partnership across authorities in the Region, in line with government's expectations and also worked through an accountable body with a Registered Social Landlord to secure private finance for the equity release loan product, a key aspect of the Kick Start Programme's approach to private sector housing renewal

- Secured dedicated staff resource to undertake a research programme to refresh the joint housing and planning evidence base and to support the refresh of the Regional Housing Strategy
- Secured dedicated staff resource to support the WMRSS Phase Three review of Gypsies and Travellers (G & T) and to support local authorities in increasing the delivery of accommodation for Gypsies and Travellers and Travelling Showpeople including use of the G & T Site Grant Programme
- Commissioned research to inform strategy review and development in the light of current housing market / credit crunch conditions and future outcomes
- Commissioned a baseline assessment of existing stock condition issues to support delivery of the Region's Climate Change Action Plan and also support the work of the Sustainable Housing Action Programme in the Region
- Worked with the Sub-Regional Housing Market Area Partnerships and key regional partners to develop housing advice as part of the Regional Funding Advice 2 (RFA) submission
- Acted as regional lead for the IDeAs WM Strategic Housing Improvement Programme and to develop the working of Sub-Regional Housing Market Area Partnerships
- Provided support to the early work on Phase Three WMRSS Gypsies and Travellers work, namely; arranged and facilitated an ERN Gypsy & Traveller (G & T) RSS Review meeting, production of a raising awareness / consultation DVD with other regional assemblies, establishment of a regional WMRSS G & T Reference Group, arrangement of a Regional G & T seminar, in conjunction with CLG's Gypsy and Traveller Unit (GTU), commissioned technical work to support the development of Options
- Worked with AWM and Transport Partnership to provide advice to Government on the allocation of the Community Infrastructure Fund in the Region
- Maintained engagement and commitment to regional homelessness issues and contributed to the re-fresh of the Regional Homelessness Strategy
- Maintained engagement with the Supporting People agenda in the Region to ensure alignment between Supporting People Revenue funding and supported housing schemes
- Submitted advice to Ministers on the allocation of Gypsy and Traveller Site Grant Programme for 2008/09
- Supported Assembly colleagues and regional partners in responding to the Sub-National Review and developing transitional arrangements

Regional Environment Partnership and Climate Change

This Partnership supports the emerging climate change agenda and brings co-ordination to the many strands of the Region's environmental ambitions. The Assembly, via the Partnership, has taken on the role of supporting the Regional Climate Change Panel Champion.

- Developed the Regional Waste Strategy for WMRSS Phase Two.
- Produced the Green Infrastructure Prospectus and Scoping Report.
- Commented on the Environment Agency's River Basin Management consultation.
- Developed the Regional 50 year Landscapes for living project and new Biodiversity mapping for the Region.
- Reported to the Regional Minister on delivery of the Climate Change Action Plan and developed projects for implementation
- Completed update of Regional Flood Risk assessment for the WMRSS
- Producing draft policy options for WMRSS Phase Three revision for natural, historic and built environment, minerals and energy

- Developed draft Regional Historic Environment Strategy for consultation
- Completed the Regional Historic Environment Strategy

Sustainable Development

The Assembly works closely with Sustainability West Midlands to take forward the Sustainable Communities agenda. Significant outcomes for the year are noted below.

- Commenced Sustainability Appraisal of the WMRSS Phase Three Revision.
- Organised training event with AWM of the Sustainability Planning Checklist - a practical on-line tool for planners and developers which aims to improve the application of existing national and regional planning guidance, provide a higher degree of consistency for developers on the standards expected by planning authorities, and encourage the application of good practice in sustainable construction with a view to raising the quality of the built environment.
- Published Regional Carbon Trajectories, in line with PPS1 (Planning and Climate Change), indicating the impact of the Draft WMRSS Phase Two Preferred Option and NLP scenarios on carbon dioxide emissions to 2026.
- Produced draft Policy Options for WMRSS Phase Three Revision on energy.
- Submission of RPB representations to government on eco-town consultations.

Scrutiny and Strategic Review

Scrutiny and Strategic Review achievements during 2008-09 have been mixed with external factors having had a significant impact on scrutiny review activity.

- Completed the strategic review of the Region's Approach to Post 16 Education, Training and Skills and gained Assembly endorsement
- Completed the strategic review of Transforming Transport and gained Assembly endorsement.
- The recommendation of the independent assessment of the effectiveness of and need for the Regional Concordat, that the Region needed to articulate principles of partnership for future regional working, has been partially addressed by the first stage of the review of regional partnership working being jointly commissioned by the Assembly and Advantage West Midlands.
- The review of Advantage West Midlands' support for the skills agenda was designed to complement and be informed by the skills element of the full programme evaluation being carried out by Advantage West Midlands as part of the national evaluation of the effectiveness of Regional Development Agencies. The review was initially postponed following a Ministerial decision resulting in Advantage West Midlands being unable to share outcomes of this until after publication of the national evaluation report. This review was subsequently cancelled following consideration of the implications of the Governments' response to the Sub National Review.
- The scrutiny review of Advantage West Midlands: Business Support delivered by Business Link West Midlands has been extended to July 2009. This addresses concerns raised by Advantage West Midlands regarding the impact of supporting the review on the need to focus on the economic situation.
- Undertook work in conjunction with West Midlands LGA to explore the future shape of regional scrutiny arrangements. Particular attention has been given to starting to develop links between scrutiny undertaken locally, sub regionally, regionally and nationally. However with the

establishment of Regional Select and Grand Committees which will start to meet in the New Year consideration will now be given to complementing those arrangements and to developing effective monitoring of the SIRS.

Regional Health Partnership

The Regional Health Partnership provides a regional mechanism for multi-agency dialogue around health and well-being to take place and facilitates action to address inequalities in health and ensure health issues are promoted and integrated as part of the wider regional picture.

During this period the Regional Health Partnership has:-

- Successfully implemented the £6.8 million Big Lottery funded Living Well West Midlands portfolio of health projects for mental well-being, food and nutrition and physical activity. Twenty nine bespoke projects are now fully operational in 14 areas spread across the entire region.
- Expanded the membership of the Regional Health Partnership via the inclusion of Job centre Plus, Better Government for Older people, Youth Offending Service, to ensure balanced representation which is capable of driving forward the actions under the Regional Health and Wellbeing Strategy.
- Worked to gain commitment from key partners to the Health and Well-being Strategy
- Taken forward a number of actions and begun work on developing an Action Plan to implement the strategy
- Produced a communications strategy to assist with promotion of the health agenda.
- Worked with the WMRSS Health task group to feed into WMRSS Phase Three Revision.
- Played an active role in contributing to the regions Partnerships' Review.
- Worked with EU Connects and Wolverhampton City Council to secure EU funding from the URBACT II programme.

Europe

Working with partners to create a new Regional European Strategy and delivery structures for the Region;

- Developed and published WM European Strategy with AWM
- Implemented the new structures for regional European working, following the Strategic Review of the Region's Relationship with Europe
- Developed EU Connects www.euconnects.org a service to help local authorities and other partners within the Region increase their success rates in bidding for (non structural) EU funding
- Developed the transnational strand of the structural funds,
- Held an Annual European event at the Priory Rooms, Birmingham, to launch the WM European Strategy and develop workplans.
- Implemented the ESF Co-financing Plan with the LSC on behalf of the WMLGA, to include the appointment of a co-financing manager, with sole responsibility for working on behalf of the WM Local Authorities.

Equalities & Diversity

The Equalities and Diversity Partnership is leading this regional activity. The Partnership continued to be seen as a source of advice and support to other regional partners and activities. In 2007-08, the Partnership advised the RPB on WMRSS Phases Two and Three and AWM on the WMES

Strategy and Delivery Framework to ensure that issues of community cohesion are factored into the development of revised/new policy options. It also:

- Held a Regional Leaders' Summit (and numerous consultation events with regional stakeholders) on equality and diversity issues
- Acted as the Steering Body for the Social Capital, Equality and Diversity Programme
- Worked closely with the new Equality & Human Rights Commission, including providing support and advice on related issues in regions.
- Contributed to the development of mainstreaming equalities in the work of the Third Sector, LAAs, Compacts etc. ensuring that Equality & Diversity (social cohesion) issues were recognised and addressed within government policies and strategies at local, regional, national and European levels.
- Raised the profile of the West Midlands (and the UK) within Europe
- Set-up the European Social Cohesion Group with WMiE
- Maintained a strong and credible Equality & Diversity Partnership within the Region.

Rural & Forestry

The Assembly engages with and supports the WM Rural Affairs Forum and Forestry Forum via the range of activities described below. The fora, supported by Assembly staff, are giving input to the WMRSS Revision and RES review to ensure that both deal positively with rural matters and the natural environment is protected and enhanced.

- Adopted and co-ordinated the fourth year of implementation of the West Midlands Rural Delivery Framework;
- Established an effective rural agencies specialist task group, working with the WMRAF to rural proof high level strategies and policies, resulting in significant input into WMRSS Phase Two and development of Phase Three, WMES Implementation and the Regional Historic Environment Strategy
- Pro-actively managed the business of rural policy development and delivery on behalf of the Partners & acted as focal point for advice and information by providing updates and reports for Rural Portfolio Holder, Rural Affairs Forum, Rural Renaissance Working Group, Rural Economy & Skills Group & others.
- Supported the work of the Rural Affairs Forum towards becoming carbon neutral.
- Held a Rural Conference on Stronger Rural West Midlands (Nov 2008)
- Supported the work of the Rural Affairs Forum, in particular: lobbying to increase priority level of rural proofing in high level regional and local strategies and policy development
- Completed the fourth year of implementation of the WM Regional Forestry Framework.
- Prepared the WMRFF rolling Action Plan 2008-2011; facilitating and co-ordinating its delivery.
- Monitoring and evaluation; culminating in the production of the Annual Report 2007-2008.
- Established additional WM Woodland & Forestry Forum's specialist task groups, support to others carrying the work of the WMRFF forward.
- Improved links to the Assembly policy partnerships and WMRSS implementation.
- Lead the work, in conjunction with Welsh colleagues, to promote better collaboration between partners and organisations that operate both along and across the border between Central Wales and the West Midlands and to align two divergent Spatial Planning Systems.

Culture

WMRA activities this year have concentrated on preparing the appropriate cultural input into Phase Three of the WMRSS Revision and continuing to maximise the benefits to the Region from the 2012 Olympics.

- Working with partners, co-ordinated the development of appropriate Briefs for the Section 4(4) Strategic Authorities to seek their cultural planning advice to inform the development of Options
- Completed detailed technical work that will provide a strong, mutually supportive evidence base for the WMRSS Phase Three Revision.
- Working with partners led on the analysis of cultural planning advice from the Region's local authorities in order to shape appropriate Options which will go out for consultation in 2009
- The West Midlands continues to lead the Nations and Regions role for 2012 Games Cultural Programme and continues to maximise the benefits to the Region from the 2012 Olympic and Paralympics Games.

Skills

The Region's poor performance in respect of skills (although there are recent signs of improvement) is reflected in almost all indicators used to assess skill levels. The Assembly does not have a direct remit for skills however the Assembly has played an increasing role in positively influencing those agencies delivering improvements in skills.

- Worked to support the integration of skills, 14-19 agenda and economic development in SNR
- Worked to ensure alignment between the WMES and WMRSS on skills issues.
- Ensured the Assembly has engaged in the work of the RSP at Board and officer level, including the development of the RES, its Delivery Framework and the Regional Skills Action Plan
- Worked with LSC and Job Centre Plus to coordinate ESF in the Region.
- Completed a Strategic Review of Post 16 education, learning and skills.

Economic Development

The Assembly has a key role to play in supporting regional level economic development and the work of the RDA. The Assembly also supports the Regional Economic Development Officers Group which provides an important link between Advantage West Midlands and local authorities on Economic Development issues.

- Proactively worked with AWM to align the revised WMES and the partial revision of the WMRSS.
- Improved linkages between Business Link and local authorities through development of a memorandum of understanding
- Engaged in the development of the Business Support Simplification Plan.
- Supported a proactive and professional Regional Economic Development Officers Group to become a hub for engagement on regional economic development strategy and implementation initiatives.

- Submitted a series of detailed consultation responses to government, through the Regional Economic Development Officers Group; including: 'Transforming Places: A regeneration framework' and 'Local Authority Business Growth Incentive Scheme'

Urban Renaissance

Urban Renaissance is a key strand of the Regional Spatial Strategy and vital for the economic regeneration and restructuring of the West Midlands region.

- Engaged with the Birmingham, Coventry, Black Country City Region to ensure the partnership brings added value to regional and sub regional working in both urban and rural areas.
- Engaged with the work of the North Staffordshire Regeneration Partnership to support development of a vision and set of action priorities, in line with the WMRSS and WMES, for the sub region.

Key Priorities for 2009-10

Corporate Activity

The Assembly's focus in this final year is the Examination in Public and delivery of the key priorities identified in the business plan. In parallel we will be managing the transition arrangements and related wind-up of the Regional Assembly in 2010. To this end we will continue to work with our regional partners to deliver effectively, whilst developing transitional arrangements that ensure a seamless transfer of functions to the successor body.

- Develop an effective and timely Transition Action Plan in partnership with a successor body.
- Develop and implement an exit strategy for financial, property and legal obligations of the Assembly in its dissolution.
- Work with AWM to ensure a partnership approach to developing the Single Integrated Regional Strategy.
- Secure future delivery of non-Statutory work programmes by other partners in the Region.
- Support establishment of new regional governance arrangements.
- Actively participate in City Region matters.
- Continue to ensure sound Corporate Governance and stewardship of resources.
- Deliver on the Memorandum of Understanding with Welsh Assembly Government and the Assembly by continuing to lead the work, in conjunction with Welsh colleagues, to promote better coordination policy alignment and delivery across the border between Central Wales and the West Midlands.

Communication & Engagement

Our Communication function supports and promotes effective consultation mechanisms and communication processes to support the Regional Housing Body (RPB) and the Regional Housing Executive (RHE), as well as supporting the delivery of other core activities. This will continue to be a focus during the transition period.

- Consult and communicate on the RPB and RHE's key activities ensuring positive press and media relations
- Provide partners, stakeholders and MPs with timely information enabling them to engage in the activities of the RPB and RHE during the transition period
- Support and project manage the design and publication of WMRSS publications/documents and raise awareness of WMRSS particularly with the Phase Two EIP and Phase Three Consultation
- Develop a communications strategy to support the Assembly's 2009/10 Business Plan and transition period.
- Ensure effective communication with staff, partners and stakeholders involved in or affected by the transfer of statutory functions and the dissolution of the Assembly

Regional Planning Body

The WMRSS provides the strategic framework for regional activity associated with the Governments Sustainable Development and Growth agenda. The activities described below reflect the Assembly's ambition to update the WMRSS, in line with Government guidance, to ensure that it supports sustainable development and growth. The Monitoring Report, Implementation Plan and the Conformity Protocol ensure that there is clarity of roles in respect to the plan, monitor and manage approach. All Assembly Partnerships will be involved in WMRSS Revision, and many partners will be involved in the Examination in Public. The Assembly will continue to work with the two City Regions and sub-regional partnerships to deliver the renaissance agenda in the MUAs. The Assembly will also provide an important input into the thinking and development of the new Single Integrated Regional Strategy set out in the Sub-National Review.

WMRSS Phase Two Revision

Following the submission of Assembly representations to the EiP Panel in December 2008, the Regional Planning Body will continue to progress and provide an input into the WMRSS Phase Two Revision. A key priority for the Assembly (as the RPB) will be to participate at the EiP, to be held between April and June 2009, in order to explain and promote Draft Revision submitted by the Assembly.

- Full participation and representation at the EiP as the RPB for the West Midlands to explain and promote the submitted WMRSS Phase Two Revision
- Preparation of an RPB response to the Secretary of State's Proposed Changes to the Draft Revision, following publication of the EiP Panel Report
- Ensuring ongoing alignment with other regional strategies and programmes, including the WMES and the transition towards the emerging Single Integrated Regional Strategy
- Address the delivery and infrastructure implications of the WMRSS Phase Two Revision (see WMRSS Implementation)

WMRSS Phase Three Revision

Following its formal start in 2007, the priority for the WMRSS Phase Three Revision will be the development of the draft Preferred Option which is expected to be launched for public consultation in early 2010. Progress on Phase Three post April 2010 will depend on regional planning arrangements which emerge from the Sub-National Review.

- Completion of outstanding technical work.
- Development of draft Preferred Option in October-December 2009, including activities involving Assembly partnerships, officer groups, regional stakeholders and the public
- Conduct Sustainability Appraisal, Habitat Regulations Assessment and Rural Proofing of draft Preferred Option.
- Consultation on Phase Three Options.
- Analysis of Options consultation responses.
- Technical development of Draft Preferred Option.

WMRSS Monitoring

- Implement the strengthened monitoring framework and links to implementation of WMRSS following the Phase Two Revision.
- Integrate the emerging Phase Three monitoring requirements into the Monitoring Framework
- Further integrate monitoring of the WMRSS with other Regional Strategies and the activity of WMRO.

- Work towards the development of a monitoring system fit to incorporate the requirements of a Single Integrated Regional Strategy.

WMRSS Implementation

- Bring forward the structures and funding arrangements necessary for the delivery of the WMRSS.
- Address the infrastructure implications of WMRSS Phase Two and relationships with key funding streams.
- Demonstrate the deliverability of the WMRSS at the Phase Two EiP
- Assess the Implementation/Infrastructure implications of the emerging Phase Three Options
- Ensure that the updated WMRSS Implementation Plan is used to help align more effectively Regional spend priorities and incorporate government initiatives (eg City Region and Growth Points) so that the Spatial Strategy is supported.
- Work towards the development of an Implementation Plan fit to incorporate the requirements of a Single Integrated Regional Strategy.

WMRSS Conformity

- Continue to implement WMRSS Conformity procedures to meet statutory requirements.
- Continue front loading meetings with Local Authorities and regional partners in respect of Core Strategies.
- Continue to engage with WMRSS work in neighbouring regions so that cross boundary issues are adequately addressed.
- Ensure that the current arrangements and structures are adapted to ensure future adequacy and maintenance of current high standards, under the Single Integrated Strategy.

Regional Housing Executive

Looking ahead to the 2009-2010 period, the RHE will continue to focus its activity towards the progression of the WMRSS Revision process, Phases Two & Three and in delivering the research programme to support a partial Revision of the Regional Housing Strategy (RHS) and contribution to the Single Integrated Regional Strategy (SIRS). The RHE will continue to work closely with the Sub-Regional Housing Market Area Partnerships to deliver the Regional Housing Strategy, where possible through sub-regional housing strategies, Local Area Agreements (LAAs) and Sustainable Community Strategies (SCS). The RHE will also work closely with the Homes and Communities Agency to deliver on key housing priorities, particularly the delivery of affordable housing and regeneration and growth issues. The RHE will continue its work with both the Sub-Regional Housing Market Area Partnerships and individual local authorities, to ensure that local authorities are able to meet the government's expectations in terms of a strategic approach to housing delivery going forward. The RHE will also continue the delivery of its Regional Housing Board function, in particular to advise CLG of Regional Housing Pot allocations and to monitor the outputs from the allocations.

Key Priorities include:

- WMRSS Phase Two pre-Examination in Public / Examination in Public, including ongoing work with National Housing and Planning Advisory Unit
- WMRSS Phase Three – Gypsies and Travellers consultation and policy development on the accommodation of additional pitch numbers. This will include communicating the Review to local authorities, other stakeholders, Gypsies and Travellers and Travelling Showpeople. A Gypsy & Traveller and Travelling Showpeople Advisory Group will be established, Options will be developed and consultation will take place to develop the Preferred Option

- Supporting the environment and climate change aspects of the WMRSS Phase Three review EIP
- Working with GOWM and GTU to encourage local authorities to address the short fall in G & T pitch provision through visits, negotiations and seminars
- Working with HCA and GTU to provide support to local authorities to encourage the development and submission of bids to the Gypsy and Traveller Site Grant Programme and advise the Minister on the allocation of the programme for G & T pitch provision
- Continuing to work in partnership with regional and sub-regional partners to monitor and respond to the current market downturn
- Continuing to implement the Regional Housing Strategy through the support of established key groups and related Task and Finish Groups under the Regional Affordable Housing Group and Regional Housing Market Area Leads Group
- On-going delivery of the Regional Housing Strategy through the Sub-Regional Housing Market Area Partnerships, including closer working between planning and housing
- Supporting Sub-Regional Housing Market Area Partnerships on the completion and re-fresh of Sub-Regional Strategic Housing Market Assessments with the identification of local housing market areas
- Supporting development of Sub-Regional Housing Strategies by the sub-regional Housing Market Area Partnerships to contribute to developing mixed and balanced communities
- Commissioning of necessary research to facilitate the RHS Revision and contribute to the housing content of the Single Integrated Regional Strategy
- Monitoring of Capital Housing spend for 2008-2009 and steering local authorities monitoring for 2009/10 outputs.
- Continuing to support the expansion of the Kick Start Programme across the Region, ensuring further roll out of the Programme and its range of services, particularly the model for equity loan / home improvement release
- Continuing work with a number of agencies (IDeA, Regional Improvement and Efficiency Partnership, Audit Commission) and the Homes and Communities Agency, AWM and GOWM to strengthen the capacity of the local authority strategic housing function and the strategic housing leadership role of the Regional Housing Executive members. This should support the local authorities collective role envisaged in the Sub-National Review
- Continuing a good working relationship with appropriate regional and sub-regional partners and in particular to ensure the needs of key groups, homelessness, supporting people, Gypsies and Travellers, voluntary and community sector, etc, are all fed into the Single Integrated Regional Strategy
- Continuing the development and implementation of strong Regional Housing policy going forward

Regional Transport Partnership

The Regional Transport Partnership will focus on the following matters:

- WMRSS Phase Two process, particularly the Examination in Public and future changes
- WMRSS Phase Three, particularly access to critical rural services will need further consideration
- Monitoring and managing the transport component of the Regional Funding Advice programme
- Input to the development of the Single Integrated Regional Strategy

- Continuing to work with DfT and other partners to ensure that the Region plays its part in delivering objectives set out in 'Towards a Sustainable Transport System', inputting to the White Paper (Delivering a Sustainable Transport System) and addressing climate change targets.

Regional Planning and Environment Executive and Climate Change

On behalf of the Assembly, the Planning and Environment Executive will support the West Midlands response to climate change and environmental planning. Implementation of the Actions is a key activity for the Assembly in 09-10. Other key priorities are the leadership and input to the WMRSS Phase Three Revision using technical evidence work and responses to the public consultation, the integration of the ecosystems approach to the River Basin Management work and the review of the Regional Biodiversity Strategy and Regional Forestry Framework. A new Regional Landscape Strategy will also be developed to respond to the European Landscape Directive.

- Respond to the Secretary of State's proposed draft changes to the WMRSS Phase Two Draft Preferred Option.
- Develop the WMRSS Phase Three Draft Preferred Option.
- Manage consultation on WMRSS Phase Three Draft Options.
- Implementation of actions and review of the Regional Climate Change Action Plan and development of the role of the local government sector
- Input to the WMRSS Examination in Public concerning the Regional Waste Strategy and climate change, sustainable communities and sustainable design and construction policies.
- Develop draft policy to develop WMRSS Phase Three preferred option for consultation.
- Carry out Sustainability Appraisal / Habitats Regulation Assessment of WMRSS Phase Three Draft Preferred Option.
- Input into the review of the Regional Biodiversity Strategy and Regional Forestry Framework..
- Develop the Region's first Landscape Strategy.
- Input to the development of Green Infrastructure Plans for Growth areas.
- Prepare and develop work on brownfield land, including a brownfield conference and skills training as part of the Centre of Excellence.
- Input into the delivery of projects in the RES Delivery Framework and strengthening links to waste, environmental economy and low carbon approaches
- Development of environmental objectives and Statement into the Single Integrated Regional Strategy (SIRS) process
- Development of SA/SEA and HRA processes into the SIRS
- Integrate Designed Environment Green Infrastructure into SIRS and Delivery Plan

Sustainability

Promote the Regional Sustainable Development Framework and ensure that sustainability is strong feature of the current work programme.

- Sustainability Appraisal/ Strategic Environmental Assessment of WMRSS Revision Phase Three Options.
- Support for Regional Climate Change office and deliver actions assigned to the Regional Assembly in the Regional Climate Change Action Plan.
- Ensure that WMRSS policies and targets contribute to national climate change/carbon dioxide emission targets.
- Promote use of Regional Sustainable Development Framework in the development and review of all regional strategies.

- Technical work to support the WMRSS Phase Three Revisions.
- Support Sustainability WM and encourage them to continue to offer constructive criticism and advice into all aspects of the regional work.
- Ensure overarching WMRSS sustainable development and climate change policies are integrated into the SIRS.

Scrutiny & Strategic Review

In 2009-10 the focus will be on delivering the statutory function in a robust and challenging manner and contributing to the development of effective evaluation arrangements for the Single Integrated Regional Strategy. The risks to the scrutiny process of the lack of engagement have increased significantly and therefore it has been agreed that the scrutiny and strategic review function will cease in July 2009 following completion of the current scrutiny review of Advantage West Midlands: Business Support delivered by Business Link West Midlands.

Health

The Regional Health and Well Being Strategy was launched in January 2008 and sets a challenging objective of reducing the Region's health inequalities by 2020. The Assembly is also responsible for Living Well; a £6.8m Big Lottery funded initiative supporting practical health and well-being projects across the Region. The priorities for health will be to:

- Continue to secure partner sign-up to the Health and Well-Being Strategy
- Develop and implement a Regional Health and Well-Being Strategy Action Plan.
- Ensure that health is fully considered in the development of new regional arrangements and the new Single Regional Integrated Strategy.
- Manage Living Well in the West Midlands; seeking opportunities to mainstream projects and ensure their sustainability.
- Monitor and evaluate the Living Well in the West Midlands portfolio and seek continuation funding.

Europe

Focus on embedding the new Regional European Strategy and delivery structures within regional working.

- Continue to work with AWM and West Midlands in Europe to develop a joined up European service for the Region with clear regional leadership and cross sectoral governance arrangements in place for regional European activity in the West Midlands and in Brussels
- Further developing EU Connects www.euconnects.org a service to help local authorities and other partners increase their success rates in bidding for (non structural) EU funding, extending the service to cover a wider range of funds, and a rural bidding champion.
- Further developing the transnational strand of the structural funds; to include a priority delivery plan and series of projects coming forward
- Continue to deliver the ESF Co financing plan with the LSC on behalf of the WMLGA and work with local authorities to take on new responsibilities for 16-19 funding post-2010
- Continue to embed the new Regional European Strategy and delivery structures within regional working, monitoring working group workplans
- Ensure Regional European strategic aims and actions are embedded in the SIRS and WMiE Business Plan
- To develop the WMRA niche within this, concentrating on support to the European Strategy Board and to partners seeking EU funding for transnational work.

Equalities & Diversity

The Equalities and Diversity Partnership is leading this regional activity. The Partnership continues to be seen as a source of advice and support to other regional partners and activities. In 2009 -10, the Partnership will continue to work with the RPB on WMRSS Phase Three and AWM on the WMES Delivery Framework to ensure that issues of community cohesion are factored into the development of revised/new policy options. It will continue to:

- Continue to work with the Equality & Human Rights Commission (EHRC) and act as an advisory body for its work
- Continue to ensure that Equality & Diversity (social cohesion) issues are recognised and addressed within government policies and strategies at local, regional, national and European levels, including LAAs and Third sector Compacts.
- Maintain a strong and credible Equality & Diversity Partnership within the Region.
- Continue to support the European Social Cohesion Group
- Continue to act as the Steering Body for the Social Capital, Equality and Diversity Programme
- Act as the Advisory Body on Equality and Diversity matters for AWM
- Act as the Advisory Body on Equality and Diversity matters for the region's Economic Inclusion Panel

Rural & Forestry

This Assembly activity secures funding from 4 different sources – a reflection of the importance of rural/forestry/cross-border matters to the Region.

The work detailed below contributes to our overall ambition in understanding and supporting urban-rural interdependencies and the role rural communities play in the economic and spatial functioning of the region.

Facilitation and co-ordination to ensure the completion of the fifth year of implementation of the WM Regional Forestry Framework (WMRFF):

- Fulfilling the requirements for monitoring and reviewing the WMRFF; production of the Annual Report 2008-2009
- Preparation of the rolling Action Plan 2009 -2012
- Reviewing Quality of Environment Chapter 8 – Trees and Woodlands – as part of the WMRSS Phase Three Revision
- Refreshing WM Regional Forestry Framework aligning it with the Strategy for England's Trees Woods and Forests (ETWF), the new ETWF Delivery Framework, the WMRSS and WMES

Facilitation and co-ordination of rural policy design, development and implementation:

- Rural proofing of WMRSS Phase Three Revision with particular emphasis on policy review and revision
- Facilitation and co-ordination of an effective rural agencies specialist task group properly working with the WMRAF to rural proof high level strategies and policies
- Supporting and providing a lead in the work of the Rural Affairs Forum
- Facilitation and co-ordination of the Rural Renaissance Working Group, and others in relation to regional rural policy development and delivery
- Continuing to lead the work, in conjunction with Welsh colleagues, to promote better collaboration between partners and organisations that operate both along and across the border between Central Wales and the West Midlands
- A SIRS with Rural Renaissance as one of its key aims which recognises the roles of sub regions and localities in delivering it

Culture

The Assembly will continue to lead the cultural input into Phase Three of the Regional Spatial Strategy Revision and will work to ensure strategic cultural issues are fully embedded within a new Regional Integrated Strategy.

- Continue to lead the cultural element of the WMRSS Phase Three Revision process by developing cultural planning Options that will go out for public consultation in July 2009.
- Lead the cultural input into the development of a Preferred Option which will be submitted to government in January 2010.
- To successfully complete all the necessary stages within the WMRSS Phase Three Revision process and ensured synergy between associated regional strategies. All new Cultural policies; underpinned by appropriate technical work, will strengthen the role of culture within key regional strategies and play a key role in the delivery of economic prosperity, thriving communities and urban/rural renaissance.
- Work to ensure that the benefits of culture are championed to key decision makers to ensure its full integration within the SIRS.

Skills

The skills agenda continues to be of critical importance to the performance of the Region and the health and well-being of its communities. The Assembly will continue to use its influence to support effective regional working on skills;

- Continue to develop its role in the Regional Skills Partnership
- Engage in further development of the Skills Action Plan and the skills elements of the RES to meet the social and economic needs of the Region and its localities.
- Ensure that the skills agenda is integrated with the 14-19 changes and economic development into the SIRS.
- Continue to work with LSC and Job Centre Plus to coordinate ESF in the Region

The Economy and Economic Development

The Assembly will continue to play an important role in regional economic development by working with the RDA to develop the new Single Integrated Regional Strategy as set out in the SNR. The Regional Economic Development Officers Group provides an important link between Advantage West Midlands and local authorities on Economic Development issues will continue to be supported by the WMRA. The Assembly will also work actively with partners to develop proactive responses to the current economic situation.

- Proactively work with AWM to shape the development of the Single Integrated Regional Strategy and its evidence base.
- Continue to support the Regional Economic Development Officers Group as a hub for engagement on regional economic development strategy and implementation initiatives.
- Work with AWM, local authorities and other key partners to help shape the new local economic assessment for local authorities locally and sub-regionally.
- Work with local authorities and other partners to help respond pro-actively to the credit crunch and mitigate the regional impact of the economic downturn.

- Develop increased economic capacity in order to work with the RDA, local authorities and partners in developing effective and agreed transitional arrangements
- Development of a SIRS which draws upon the current WMRSS and WMES but which is fully informed by local economic assessments.
- An Economic Development Officers group which provides sound advice and technical support to the development of the SIRS and its delivery mechanisms.
- A SIRS which builds on local and sub regional intelligence to meet the economic needs of the Region.
- Undertake scrutiny of business support delivered by Business Link West Midlands

Urban Renaissance

Urban Renaissance is a key strand of the Regional Spatial Strategy and vital for the economic regeneration and restructuring of the West Midlands Region.

- Continue to advocate and support the delivery of Urban Renaissance under the banner of the WMRSS and in relation to the WMES.
- Continue to engage with the Birmingham, Coventry, Black Country City Region to ensure the partnership adds value to regional and sub regional working in both urban and rural areas and helps to implement the WMRSS and the WMES.
- Continue to engage with the work of North Staffordshire Regeneration Partnership to support the implementation of the sub regional vision.

Change Management Plan & SIRS

Change Management

At the end of November we were told what had to be done around change management to implement the SNR; we know that by the end of March 2009 the RDA and the Leaders Board will have to submit proposals to government for how they will operate together, to deliver the regional strategy, delivery framework and monitoring arrangements. As these include the core functions of assemblies, we will be working with the RDA and colleagues in local councils to devise a robust plan which shows how we intend the new structures to operate, how they will be served by an appropriate officer structure, and how this will be managed to deliver the strategy and documents flowing from that.

Whilst we know that there will be no date set for when the Region will have to have a regional strategy in place, we are ambitious in the West Midlands and want to achieve this speedily with an effective delivery framework. As a part of this process we will look at our existing work streams around Phase Three of the WMRSS and see how we can ensure that no policy vacuum occurs and that the valuable technical work can be utilised in the new strategy.

Much of our existing Assembly team will be needed to support the new arrangements and we will be working with the RDA and councils to look at the skills that will be needed and where these can be sourced from most effectively, so that we secure a strategy which truly belongs to the Region and properly reflects what the Region needs. This work will, of course, still need to be funded so we will be calculating the cost of the new arrangements, team and governance processes.

We will wind down those elements of the Assembly structure and work streams that will no longer be required and consider when the optimum time will be for the new arrangements to come into effect.

Finally, changes to stakeholder arrangements means that we will, with the RDA, have to devise appropriate means for communicating and engaging with stakeholders and communities where we will build upon the best of the arrangements we have been developing across the region, with a policy over the last few years.

All of this work will have to be completed in planning terms by end March 09 and implemented before the end of March 2010. Our Change Management Plan due for submission by the end of March 09, will have detailed timescales within it.

Winding Up of the Assembly (and use of Reserves)

As the funding allocation for 2009-10 does not allow any scope for meeting wind-up costs, the Assembly will utilise available reserves to meet costs incurred in connection with the transition process and legal winding up of the Assembly. It is too early to provide any significant detail as to what the key issues and related costs might be, however the Assembly Board will manage this process with the Chief Executive and agree the appropriate utilisation of reserves. Any balance at the end of the process will transfer to the successor body.

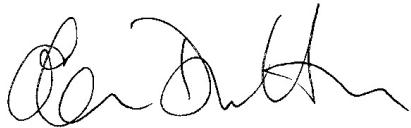
Transfer of Data

Outline Action Plan for transfer of **paper** based resources to WMRA successor body;

- Audit existing Policy Library and hard filing; identification of statutory records, essential resources, and requirements for archived materials.
- Arrange collation and labelling of materials for transfer.
- Liaise with successor body regarding transfer arrangements.
- Ensure appropriate disposal of redundant documentation and resources.
- Engage removal firm.

Outline Action Plan for transfer of **electronic** based resources to WMRA successor body;

- Audit existing Policy Library and electronic files; identification of statutory records, essential resources, and requirements for data to be archived to CD.
- Arrange transfer of data to 'Transfer Files on new hard drives'.
- Liaise with IT team of successor body regarding transfer arrangements.
- Ensure appropriate disposal of redundant files from WMRA systems.



Olwen Dutton
Chief Executive

Work Strands

Corporate Activities

STAFFING and OPERATIONAL (Work Strands 10-13)

Strategic Objective: Ensure sound corporate governance, provision of appropriate staffing and operational services and stakeholder engagement

Strategic Objective: Ensure better collaboration between partners and organisations that operate both along and across the border between Central Wales and the West Midlands

Risk Assessment: [10.1] Insufficient staff resource to effectively deliver the work programme – Mitigation; Ring fence internal opportunities; fast and efficient recruitment; work closely with successor body to ensure effective transfer; good communication with staff; contingency budget for EiP support
[13.1] Impact on staff (10.1) partners (13.2) and financial ability to deal with the cost implications – Mitigation; Work with successor body to minimise impact on staff and ensure good practice in HR management and legal compliance. Utilise reserves for any related wind-up costs; influence the transition process to ensure continued partnership approach to the SIRS and local government leadership.

No	INPUT £	Activity/Process	Outputs (KPI)	Outcome	Who
10.1	£1,311,227	Provide an effective and responsive Assembly Secretariat	Sufficient complement of staffing to deliver work programme Q1/2/3/4	Effective and sufficient staffing resource to deliver business plan	CEO
11.1	£500	Corporate Training Plan updated to address staff training needs;	Corporate Training Plan updated and approved Q2	<ul style="list-style-type: none"> Training needs identified / met 	CEO
13.1	£138,095	Deliver key operational services; Corporate Governance Action Plan; Risk Management; Compliance etc	2008-09 Audit Report Q2 Final Audit Report Q4/Q1(10-11)	<ul style="list-style-type: none"> Effective operational systems Mitigated Risks Corporate compliance 	CEO
13.2	Reserves	Transfer of statutory functions to successor body; final audit and legal winding up of the Assembly company	Regional SNR Transition Work Programme updated Q1/2/3/4; Timetable and action plan for the transfer of statutory functions to successor body Q2/3; Assembly wound up Q4	Timely and successful transfer of statutory functions to successor body	AWM/ RA/ WMLGA
13.4		Facilitation and co-ordination of Cross Border working in support of Memorandum of Understanding between Central Wales and the West Midlands	Core Officer Group Meetings; Specialist working groups; Strategic Forum Meeting (March 2009) Q1	Better collaboration between partners and organisations that operate along and across the border between Central Wales and the West Midlands	Q4 WMRA, WAG and partners

COMMUNICATIONS (Work Strand 14)

Strategic Objective: To effectively communicate and support the purpose and work of the Regional Housing Body and Regional Housing Executive.

No.	INPUT £	Activity/Process	Outputs (KPI)	Outcome	Who
14.1	£8,500	Consult and communicate on the RPB and RHE's key activities ensuring positive press and media relations Provide partners with timely information enabling them to engage in the activities of the RPB and RHE Continue to improve communications with regional MPs and MEPs enabling them to engage in the activities of the RPB and RHE Continue to raise awareness of the WMRSS	<ul style="list-style-type: none"> Produce Annual Review Business Plan. Q1 Scrutiny/Strategic Review Annual report (Electronic). Q2 Electronic 'Update' newsletter for policy areas. Q1/2/3/4 MP/MEP targeted quarterly electronic newsletter Q1/2/3/4 Produce timely press releases (as required) Produce a quarterly electronic publication to support work of WMRSS, RPB and RHE. Q1/2/3/4 	<p>Raised profile for the work of the RPB and RHE</p> <p>Greater comprehension of / engagement with, the RPB and RHE and their work amongst key stakeholders leading to improved delivery</p>	Head of Comms
14.2		Support Regional Marketing Strategy	Support AWM in communicating key messages with Local Authorities as required Q1/2/3/4	More positive perception both within and outside the Region	Head of Comms
14.3		Ensure Freedom of Information enquiries are responded to a timely manner	FOI inquiries dealt with effectively and within timescales Q1/2/3/4	More positive perception of RPB/RHE accountability	Head of Comms

Regional Planning and Environment, Housing and Transport

WMRSS IMPLEMENTATION, MONITORING AND CONFORMITY (Work strands 15, 16, 17)

Strategic Objective: Maintain an up to date WMRSS Implementation Plan. Provide a robust monitoring system to track the progress and implementation of the WMRSS. Continue to develop the Conformity Protocol for use by the RPB as a key tool for implementing the WMRSS with public and private agencies

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
15.1	£20,000 [WS15]	Support an integrated approach to the implementation of the WMRSS and its alignment both with other regional policies and the business plans of key stakeholders.	Provide continued support for the work of the WMRSS Implementation Group (consisting of senior regional and sub-regional stakeholders) to ensure a consistent and integrated approach to the on-going development and updating of the WMRSS Implementation Plan. Ensure at least one meeting of the Group is held each quarter (Q1, Q2, Q3, Q4)	Alignment of Stakeholders' Business Planning with WMRSS requirements Development of Sub-regional Implementation Frameworks within the WMRSS Implementation Plan Identify key regional and sub-regional infrastructure needs and their relationship to the delivery of WMRSS development proposals	Strategic Adviser Implementation WMRA
15.2		Further development of Implementation Plan to incorporate; <ul style="list-style-type: none"> the implications of Phase Two post EiP 'Proposed Changes' WMRSS Phase Three updates any future developments in on-going implementation and funding mechanisms 	Further development of the WMRSS Implementation Plan to ensure that it remains up to date and relevant as a framework to help guide the implementation of the WMRSS. Update and republish the WMRSS Implementation Plan to incorporate WMRSS Phase Three proposals, for submission to the Secretary of State (Q3 and Q4)	Successful defence and promotion of the deliverability of the WMRSS at the EiP Implementation of WMRSS which delivers balanced and sustainable development sensitive to sub-regional needs Provision of an up to date framework to assist on-going implementation processes and programmes and the prioritisation of resource bids within them	Strategic Adviser Implementation WMRA

15.3		Ensure that the WMRSS Implementation Plan is used as a framework to help guide on-going regional implementation processes, programmes and priorities.	Contribute to inter-agency discussions on regional investment priorities (on-going throughout Q1, Q2, Q3 and Q4)	Clearer justification for regional priorities and their integrated links with the WMRSS and other regional policies	Strategic Advisor Implementation WMRA
16.1	£194,150 [WS16]	Provide an objective and cost effective assessment of the impact and implementation of the RSS	Data questionnaire issued. Q1 Deadline for data returns. Q3 Publish statutory Annual Monitoring Report and satisfy all associated requirements. Q4 This will be supported by the following reports & activities:-	To establish progress towards the policies and objectives expressed in the RSS and provide an evidence base for policy review	Strategic Advisor Monitoring WMRA
16.2		To develop monitoring so that the interplay between policy areas and the RSS with other strategies are fully developed.	1) Policy Lead Progress Reports Q3&1 2) Publish Employment Land Study Q3 3) Policy Lead Progress Reports Q3&1 4) Publish Housing Market Report Q3 5) Annual Stakeholder Conference. Q2 6) Policy Lead Progress Reports on Monitoring Q3&1	Provide WMRA and its partners with an enhanced understanding of the regional context and interplay with other strategies	SA Monitoring with 2) B'ham 4) Worc CC 6) Worc CC
16.3		Maintain linkages between the RES and RSS Monitoring frameworks post SNR	Implications for RSS monitoring from SIRS is fed into the annual review process.	Complementary monitoring of RSS and RES to enable effective approach to the monitoring of the Single Integrated Regional Strategy	SA Monitoring WMRA
17.1		£19,800 [WS 17]	Providing advice and an opinion of general conformity with the WMRSS on Local Development Documents	100% of advice provided to Local Planning Authorities within statutory timescales Q1/2/3/4 Conformity Advisers Monitoring Reports Q3&1	Effective implementation of the WMRSS
17.2		Providing WMRSS general conformity advice on planning applications of regional significance	100% of advice provided to Local Planning Authorities within statutory timescales Q1/2/3/4	Effective implementation of the WMRSS	Snr Advisor Conformity WMRA

17.3		Providing general conformity advice with the WMRSS in respect of pre-application enquiries.	100% of advice provided to the relevant enquirers within statutory timescales Q1/2/3/4	Effective implementation of the WMRSS	Snr Advisor Conformity WMRA
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WMRSS REVISION PHASE, Two and Three and Partner Engagement (Work strands 18a, 18b, 18c and 20)

Strategic Objective: Implement the WMRSS in line with Government guidance, and agreed time-tables.

Risk Assessment:

[18a.3] Insufficient resources to undertake technical work required to support the representations on the Proposed Changes – Mitigation; Effectively use funding resources and prioritise technical work required to support the representations and draw upon partner organisations to provide..

[18b.2] Failure to adequately engage with GT&Ts on Options consultation – Mitigation: Engagement with GOWM/DCLG and Housing Team to ensure sufficient funding levels. And review budget together with priorities.

[18b.5] Insufficient resources to publish Preferred Option – Mitigation: Engagement with GOWM/DCLG to ensure sufficient funding levels. And review budget together with priorities.

[18b.6] Failure to adequately engage with GT&Ts on Draft Preferred Option consultation – Mitigation: Engagement with GOWM/DCLG and Housing Team to ensure sufficient funding levels. And review budget together with priorities. .

[18c.2] Insufficient resources to obtain consultancy support required to provide specialist advice to RPB – Mitigation; Effectively use funding resources and prioritise consultancy input required to support the EiP and, where appropriate, draw upon partner organisations.

[20.1] Poor engagement from key sectors due to no funding support – Mitigation; Continue to encourage engagement via Board Members and WMRSS consultation.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
18a.1	Phase 2 £62,000	Analysis of Phase Two EiP Panel report and consideration of issues arising that need RPB action.	Analysis of Panel report and issues arising reported to RPB. Q3	Ensure the RPB is aware of the Panel's recommendations to the Secretary of State and any issues arising.	Head of Planning WMRA
18a.2		Analysis of Phase Two Proposed Changes and preparation of RPB response.	RPB response to Proposed Changes submitted to Secretary of State. Q4	Ensure that the RPB's views on the Proposed Changes are presented to the Secretary of State.	HOP WMRA

18a.3		Technical Work to address issues identified by the Panel and to support representations to be made to the Proposed Changes. Specific areas of work to be determined in the light of publication of EiP report and Proposed Changes.	Technical Work commenced. Q2&3 Technical Work completed prior to submission of response to Proposed Changes. Q4	Evidence base to support the Region's case in response to Panel report and Proposed Changes.	HOP WMRA
18b.1	Phase 3 £225,716	Produce Phase Three Options Consultation document	Publish Phase Three Options Consultation document Q2	Statutory consultation on draft Options completed	HOP WMRA
18b.2		Phase Three Options Consultation with Gypsies, Travellers and Travelling Showpeople (GT&T)	Options Consultation document for GT&T Sub-regional workshops Q2	Consultation with GT&T interests completed	WMRA Head of Housing
18b.3		Analysis of Options consultation responses	Options consultation responses report Q2	Responses to Options consultation taken into account in development of Preferred Option	WMRA Policy Leads
18b.4		Technical work to support development of Draft Preferred Option	Technical studies to support development of Draft Preferred Option. Q3	Robust evidence-based draft Preferred Option	HOP Policy Leads
18b.5		Develop Phase Three Preferred Option	Draft Preferred Option document Q3 Preferred Option document Q4	Submission of Preferred Option to Secretary of State	HOP Policy Leads
18b.6		Phase Three Draft Preferred Option Consultation with Gypsies, Travellers and Travelling Showpeople (GT&T)	Sub-regional workshops Q2 Preferred Option Consultation document for GT&T Q4	Consultation with GT&T interests completed	WMRA Head of Housing
18b.7		Assessment of Draft Preferred Option <ul style="list-style-type: none"> • Sustainability Appraisal of Options (see WS 27) • Rural proofing (see WS35) • Habitat Regulation Assessment 	Draft SA/SEA and Rural Proofing of Phase Three Preferred Option Policies Q3 SA/SEA and Rural Proofing of Phase Three Preferred Option Policies completed. Q4	Emerging policies for consultation adequately reflect sustainability and rural issues and possible tests of soundness.	Strategic Adviser Env WMRA

18b.8		Phase Three Communication Activity To ensure stakeholder activity and engagement in Phase Three Process.	Events or publications that facilitate Stakeholder engagement in the development of the Phase Three Options. Q3 & Q4	Greater Regional representation and Participation in Assembly activities.	Head of Comms WMRA
18c.1	CLG c/fwd £100,000 Estimated Partner £30,000	Representation of the RPB at the EiP to explain and promote the submitted WMRSS Phase Two Revision Draft	Representation of the RPB at all sessions at the EiP Q1	To explain and promote the WMRSS Phase Two Revision Draft submitted by the RPB	HOP WMRA
18c.2		Consultancy support at EiP to provide specialist advice	Representation of RPB at all sessions at the EiP Q1	To underpin the Region's case at the EiP	HOP WMRA

URBAN AND RURAL RENAISSANCE (Work Strand 19)

Strategic Objective: Secure vibrant and sustainable communities in urban and rural areas through the implementation of the WMRSS

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
19.1	£17,550	Support the development of the Rural Renaissance agenda via WMRSS and Phase Three Revision	Policy Lead Progress Reports Q3&1 Rural reference Group and Partners engaged and influencing work plan and technical reports. Q4	Rural communities enhanced in accordance with the WMRSS.	Shrops CC WMRA with key rural partners
19.2		Support for Urban Renaissance Agenda via City Region and sub regional initiatives such as the North Staffordshire Regeneration Partnership. Present evidence to the WMRSS Phase Two Revision Examination in Public.	City Region and sub regional activity clarified and agreement gained to coordinate investment to deliver added value and speed up urban renaissance. Q4	Sub regional initiatives which contribute to the delivery of Urban Renaissance	City Region and sub regional partners inc WMRA
19.3		Advocate the WMRSS Renaissance Agenda via other strategies, organisations and initiatives	External strategies and initiatives with positive links to the WMRSS renaissance agenda. Q4	Renaissance of urban and rural communities in the region.	All regional and sub regional partners

PARTNERING AND ENGAGEMENT (Work Strand 20)					
No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
20.1	£0	Seek method to ensure effective partner engagement in SIRS	Agreed method of engagement Q2	A smooth transition from RSS policies into a SIRS that can be owned by all significant regional partners and which continues to promote urban and rural renaissance.	CEO WMRA
TRANSPORT (Work strand 22)					
Strategic Objective: Implement the Regional Transport Strategy component of the WMRSS, in line with Government guidance, and agreed time-tables.					
Risk Assessment: [22.4] Insufficient resource and capacity – Mitigation: Work with partners to explore funding opportunities					
No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
22.1	£32,550	Support WMRSS Revision Phases Two and Three providing input to the Examination in Public process and developing policy options for Phase Three.	Policy Lead Progress Reports that demonstrate timely engagement with processes Q1 and Q3	Behavioural and cultural changes that support the WMRSS	WMRA Strategic Adviser (SA) Transport Policy Lead (Staffs)
22.2		Responding to regional partners' agreement for the need to provide an independent monitoring process to enable effective management of the transport component of the RFA.	Independently monitored RFA transport. Q1, Q2, Q3 and Q4	Effective tool to enable partners to manage the RFA transport programme.	SA Transport with Regional Transport Officer Sub Group
22.3		Complete transport component of the Region's Climate Change Action Plan (action P5)	Scoping report that provides action plan and input to SIRS evidence base. Q3 and Q4	Clear proposition for how regional transport will address national targets	SA Transport and Policy Lead (Staffs) with regional partners (particularly local transport authorities and AWM)

22.4		Produce evidence base to input to the DaSTS White Paper and support the development of SIRS	Robust evidence base that is appropriate for Q1, Q2, Q3 and Q4	Appropriate inputs to the emerging White Paper and relevant acknowledgement of transport strategy, policy and delivery issues in the SIRS	SA Transport with Policy Lead (Staffs)
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HOUSING (Work Strand 25)

Strategic Objective: Support Phases Two and Three of the WMRSS Revision and prepare for a Partial Revision to the Regional Housing Strategy

Risk Assessment:

[25.1] Insufficient affordable housing being delivered - increased risk due to current economic climate and credit crunch – Mitigation: Promote affordable housing guide. Review performance of delivery agents and take action. Continue to work with sub-regional HMAs and reinforce Government's AH delivery agenda. Continue work with the Housing Corporation / HCA and National Housing Federation.

[25.8] Lack of support from sub-regional HMAs and partners due to uncertainties posed by SNR. Risk grows as SNR uncertainty and end of WMRA comes closer. Local authorities less inclined to have regard to WMRA's influence – Mitigation: Seek greater collaboration with GOWM, HCA and AWM to continue to endorse regional and sub-regional messages

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
25.1	CLG £22,500	Support Phase Two of the WMRSS Revision process - To maintain the Regional consensus on the accommodation of the housing numbers within the Preferred Option and to support the EIP process in April - June 2009	Policy Lead Progress Reports and written statements WMRSS ph. Two EIP Q1	Secretary of State confirms outcome of WMRSS Phase Two revision That the housing numbers are delivered in locations which are able to absorb growth in a sustainable manner	Head of Housing with Policy Lead (Staffs CC)
25.2		Support Phase Three of the WMRSS Revision process	Launch Options for revised G & T planning policy and new policy for Travelling Showpeople – hold public consultation events Q2 Develop Preferred Option for the accommodation of additional G & T sites and Travelling Showpeople sites Q3 / 4	Supporting the RPB in the preparation of Gypsy and Traveller options and preferred option for WMRSS Phase Three New WMRSS G&T / travelling showpeople Policies which meet the needs of both the travelling and settled communities	Head of Housing WMRA

25.3	Estimated Partners Funds £89,987	Administration of the Gypsy and Traveller Site Grant Programme (G&TSGP) by GOWM and HCA and promotion of greater provision by local authorities with GTU and GOWM	RHE to receive bids submitted to G&TSGP and provide a Regional evaluation / recommendation to Ministers. Q3/4	Investment aimed to address shortfall in supply of pitches and improvement in the quality of existing pitches	Head of Housing Annual CLG bids round
25.4		Monitoring	a) To input into the WMRSS Annual Monitoring Report and Annual Housing Market Summary Q3 b) To strengthen the monitoring of Capital Housing spend as required by CLG Q4 c) To monitor the spend of the national affordable housing programme (NAHP) Q1/2/3/4	To provide Regional Housing Executive (RHE) with clarity on performance /delivery of targets of local authorities and RSLs against RHS and WMRSS policies	Head of Housing WMRA
25.5		Advise and co-ordinate the work of the four sub-regional Housing Market Area (HMA) Partnerships to implement the Regional Housing Strategy (RHS)	To support and steer the sub-regional HMA Partnerships in the development of their Sub-Regional Housing Strategies and Single Conversation with the Homes and Communities Agency, to ensure optimum take-up and delivery of Regional Housing Pot resources. To ensure closer working between housing and planning. Q1/2/3/4	Sub-regional implementation of the RHS, assisted through an improved understanding of the sub-regional drivers on housing markets/choices, and the resulting strategies required to deliver mixed and balanced communities.	Head of Housing WMRA
25.6		Housing Research Programme to re-fresh shared evidence base and to feed this into issues for the re-fresh of Regional Housing Strategic policy (whether RHS revision or SIRS)	To commission a re-fresh of shared evidence base data and updating research to enable a partial revision of RHS to be undertaken and to update the data which underpinned the RHS 2005. Q1/2/3/4	To complete preparations for a partial revision to RHS / contribute to SIRS and continuously improve the evidence base supporting the RHS and the WMRSS, to ensure a sound basis for housing investment decisions	Head of Housing WMRA
25.7		To continue a good working relationship with the new Homes and Communities Agency (HCA) to assist the facilitation of the HCAs Single Conversation with the Sub-Regional Housing Market Area	Contribute to Government consultations, policy forums and transitional working arrangements as required. Q1/2/3/4	To contribute advice to influence the re-organisation of Regional structures and future development of Regional Housing policy, to support delivery of the National Affordable Housing Programme	Head of Housing WMRA

		Partnerships To continue working with the National Housing and Planning Advisory Unit (NHPAU). To continue a good working relationship with Advantage West Midlands (RDA) and undertake joint working on research programmes		and capital housing allocations to local authorities	
25.8		Single Integrated Regional Strategy (SIRS)	Provide input to the Housing content of the SIRS. Q1/2/3/4	To ensure the democratic voice of Local Government and needs of vulnerable groups (e.g. Supported People, Voluntary Sector) are adequately reflected within future Regional Housing Policy	Head of Housing subject to CLG consultation processes WMRA
25.9		Continued expansion of the Kick Start Programme and delivery of all aspects of the Programme	Continue to support local authorities within the Kick Start Partnership to ensure continued regional roll out of the Programme and its range of services, particularly the model for equity loan / home improvement release and the secured private finance. Q1/2/3/4	Agreed roll out by sub-regional housing market area and delivery of the Programme.	Head of Housing support to Kick Start Partnership with Birmingham City Council as accountable body

ENVIRONMENT AND WASTE PLANNING (Work Strand 26)

Strategic Objective: Support Phases One, Two and Three of the WMRSS Revision and ensure that new Government guidance on Environment and Waste is heeded and put into practice at the regional level.

No.	INPUT £	Process	Outputs	Outcome	Who
26.1	£39,150	Development of policy and technical work into WMRSS Phase Three Preferred Option	Policy Lead Progress Reports. Q3&1	Preparation of policy to support development of WMRSS Preferred Option.	Strategic Adviser Environment with Solihull & Staff CC

26.2		Participation and preparation for WMRSS Phase Two EIP	Statements prepared Q1	Regional Waste Strategy within the WMRSS. Cross cutting policy on climate change and sustainable communities in WMRSS.	SA Environment and policy leads
26.3		Work with regional agencies NE, EA, EH ,FC etc to secure mutual and shared benefits and engagement in regional policy work	Develop reviews of Regional Biodiversity Strategy Q4 and Regional Forestry Framework Q4	Improved Protection and enhancement of the natural environment	Various partners, dates yet to be agreed SA Environment WMRA/Partners

SUSTAINABLE DEVELOPMENT (Work Strand 27)

Strategic Objective: Support Phases One, Two and Three of the WMRSS Revision by ensuring a robust Sustainability Appraisal is in place. Leading the West Midlands climate change agenda.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
27.1	£21,996	Sustainability Appraisal (SA) of WMRSS Phase Three Revision	SA of Phase Three Options Q2 SA of Phase Three Revision Draft Preferred Option. Q4	Fulfil mandatory requirement for WMRSS under Section 39(2) Planning & Compulsory Purchase Act 2004	Policy officer & HOP (WMRA)
27.2		Contributing actions to Delivery of the Regional Climate Change Action Plan including work to deliver action C4 of the Region's Climate Change Action Plan to encourage and support Local Authorities	Development of a regional Climate Change Officer Network with associated resources (meetings, newsletter, website) Q3/Q4	Fulfil commitments of WMRA in Regional Climate Change Action Plan Improved partnership working and dissemination of information. Reduced CO ₂ emissions through more efficient LA activity.	SA Environment & Policy Officer (WMRA)
27.3		(a) Support Sustainability West Midlands to act as SD independent advisor/champion to the Assembly and support West Midlands Sustainable Development Officers Network to secure professional and policy advice (b) Promote RSDF and its use in development and review of all regional strategies	Monitoring Report provided by SWM. Q4	Demonstrate leadership on SD as outlined in DTI/ ODPM/DEFRA's "Securing The Region's Futures" Integration of SD principles	SWM SWM/WMRA

ECONOMY AND ECONOMIC DEVELOPMENT (Work Strand 28)

Strategic Objective: Work closely with AWM and other regional partners ensure detailed input the development of the SIRS

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
28.1	£10,000	Work with AWM and RFL to shape the development of the Single Integrated Regional Strategy and its evidence base, plus the necessary decision making and technical structures.	Develop and implement transition plan. Q4	Establish robust regional arrangements for delivering sustainable economic growth.	WMRA/ / Local Authorities / AWM and key partners.
28.2		Continue to support the Regional Economic Development Officers Group	Regular bi-monthly meetings and collective advice on policy development as required. Q1,2,3,4	WMRA partners inputs included in strategies and delivery mechanisms.	WMRA/Local Authorities / key partners
28.3		Work with AWM, local authorities and other key partners to help shape sub regional economic delivery arrangements as part of SNR.	Agreement between partners on nature of sub-regional arrangements required to deliver SNR. Q4	Effective sub-regional delivery mechanisms for sustainable economic growth.	WMRA/Local Authorities / key partners
28.4		Work with partners to develop positive responses to the current financial situation	Identification and support for interventions which mitigate impact on region and bring forward economic opportunities and regeneration. Q1,2,3,4	Mitigation of downturn on communities. Continued implementation of spatial and economic priorities during the downturn.	WMRA/Local Authorities / key partners

Work Strands - Scrutiny & Strategic Review

SCRUTINY AND STRATEGIC REVIEW (Work Strand 30) – including carried forward activities from 2008-09					
Strategic Objective: Provide a robust scrutiny process over AWM's activities and working with regional partners to undertake strategic reviews of key policies and activities to secure greater co-ordination and impact of regional strategies and partnership working.					
Risk Assessment:					
[30.1] Lack of resources to complete scrutiny work programme; Mitigation - Working with partners to deliver final year commitments					
Task	INPUT £	Process	Outputs (KPI)	Outcome	Who
30.1	£2,500	Completion scrutiny review of Advantage West Midlands: Business Support delivered by Business Link West Midlands	Completion of review and final report produced in Q1	<ul style="list-style-type: none"> ▪ Improved understanding of AWM role ▪ Clarification of issues ▪ Improved effectiveness of AWM intervention in areas of failure 	Regional Scrutiny Manager & Regional Scrutiny Support Officer
30.2		Ongoing Scrutiny of AWM <ul style="list-style-type: none"> ▪ AWM annual report ▪ Comments on AWM Corporate documents 	Annual Report to Assembly Q3 Submissions to AWM as requested	Transparent accountability Reinforcing scrutiny issues	Regional Scrutiny Manager
30.3		ERN Regional Accountability Group	4 meetings Q1/2/3/4	Shared good practice	Regional Scrutiny Manager with Assemblies and partners

Work Strands – Policy Integration & Development

HEALTH (Work strand 31)					
Strategic Objective: Lead the development of Regional Health and Well-Being Strategy					
	INPUT £	Process	Outputs (KPI)	Outcome	Who
31.1	£0	Agree the Working Regional Health and Wellbeing action plan to take forward the Regional Health and Wellbeing Strategy	Action plan agreed and signed up to by partners. Q1	Agreed Regional Health and Wellbeing action plan and actions initiated as set out in the Action Plan	RHP
31.2	Project Funded	Lead and support the delivery of the Big Lottery project portfolio 'Living Well in the WM'	Projects delivering in accordance with milestones set out in their agreements Q1/2/3/4 year 2	Project outcomes and outputs agreed with the Big Lottery are met	Living Well Director / WMRA
31.3		Monitor and evaluate the Living Well in the West Midlands	Monitoring systems for the projects set up and in place; Evaluation framework agreed and used to inform work on a quarterly basis Q2	Quarterly reports to BIG and the Assembly with an Annual report in Q4	Living Well Director / WMRA
EUROPE (Work Strand 32)					
Strategic Objective: Ensure the West Midlands is able to influence EU policy and funding programmes to benefit the Region.					
No.	INPUT £	Process	Outputs	Outcome	Who
32.1	£0	Continue to implement new governance arrangements for European working to support key priorities of the European Strategy. Link ESB priorities to SIRS	New governance arrangements in place. Done, and ongoing, delivering strategy Reports of working groups progress to European Strategy Board. Done and ongoing, delivering strategy. Contribution to visioning of SIRS - highlighting the European aspect of SIRS priorities.	Four priority groups working to Strategic European Officers Group to deliver the European strategy Clear European context demonstrated within the SIRS	Strategic Adviser Europe WMRA/AWM

32.2	Project Funded	Further develop EU Connects to facilitate transnational working– to include Life and Marie Curie programmes, and a rural bidding champion. Ensure external funding initially to 2011 and subsequently on to 2013	Unit expanded and working to deliver project plan with future external funding secured.Q1/2/3/4	Enhanced partner resource for better co-ordination of specific elements of transnational activity, such as partner search Additional EU funds to region.	SA Europe WMRA /EU Connects
32.3		Continue to Lead transnational priority of the new EU Competitiveness and Employment programme. Concentrating on proposals designed to overcome specific regional economic weaknesses as identified in the Operational Programming document	Priority delivery plan in place projects commissioned. Ongoing	Partners able to work with and learn from other EU regions to meet specific regional economic underperformance, such as the low level of collaboration between universities and business in exploiting commercially viable innovation.	SA Europe/ AWM
32.4	Project Funded	Work with LSC to deliver WM Co-financing Action Plan (funded via ESDF funds)	ESF Co financing manager, and Assistant in post Done Projects beginning to deliver outputs, Q4	Significant WMLGA influence over £200m programme	SA Europe WMRA/ Co financing manager

COMMUNITY COHESION [Equality & Diversity] (Work Strand 33)

Strategic Objective: Lead the development of the Region’s Community Cohesion agenda.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
33.1	Subject to Partner Funding	Develop & oversee implementation of the 2009/10 Action Plan for the Equality & Diversity Partnership, with particular reference to community cohesion	Action Plan for 2009 /10 Q1 Regional Leaders’ Summit Q4	Improvements in relation to equality & diversity, social inclusion and community cohesion issues across the region and the “equalities” strands	Director Equalities & Diversity WMRA/EDP
33.2		Continue to work with the regional Equality and Human Rights Commission (EHRC) West Midlands in an advisory capacity	Joint events planned and hosted on key issues throughout the year. As required	Events on various “equality” strands that meet the needs of both employers and employees	Director E&D

33.3		Provide expert advice on Equality & Diversity, community cohesion and Social Inclusion issues to regional strategies, including RES/WMRSS/RHS, Scrutiny Reviews	Reports on the findings for submission to WMRA As required Q1/2/3/4	Equality & diversity, social inclusion and community cohesion issues and solutions identified in regional strategies	See work strands 18, 19 and 31
33.4		National Strategies and the European Agenda.	Provide WMRA input into relevant national & EU agendas as required and support the European Social Cohesion Group As required Q1/2/3/4	Better understanding of WM community cohesion agenda by Government & EU	Director E&D

CULTURE (Work Strand 34a)

Strategic Objective: Support the development of the Cultural Strategy and the regions work into 2012 London Olympics.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
34a.1	£0	Support policy lead on Phase Three of the WMRSS Revision by ensuring input from the cultural sector	Development of cultural planning Options. Q1 Cultural input into the shaping of a Preferred Option Q 2,3,4	Cultural input into WMRSS Revision will contribute to the urban/rural renaissance of the Region and help create vibrant sustainable communities	[See WS18] Policy lead Sport England With WMRA & WM Cultural sector input
34a.3		Ensure Culture is fully embedded within the SIRS	Engagement with key decision makers to champion the importance of culture at a strategic level Q1,2,3,4	Cultural input within the SIRS will ensure a holistic approach to Regional policy	WMRA

SKILLS (Work Strand 34b)

Strategic Objective: Raise the profile of the regional skills agenda in conjunction with regional partners inc. AWM and LSC.

No.	INPUT £	Process	Outputs	Outcome	Who
34b1	£0	Supporting the Regional Skills Partnership (RSP)	Continuing Assembly involvement in the RSP Board Q1/2/3/4	Improved two way information Informed and co-ordinated local and regional activity	Head LG Policy WMRA
34b.2		Ensuring WMRSS and WMRES consistent on skills issues in terms of policy/implementation and delivery	Co-ordination of WMRES Delivery Framework and WMRSS Revision processes. Q1/2/3/4	Integration between WMRSS and WMRES on regional skills issues	WMRA / AWM

34b.3		Engagement in the further development of the Regional Skills Action Plan	Broad based revised Action Plan incorporating the roles and responsibilities of local authorities and other Assembly partners. Q4	More joined-up and effective Skills Action Plan.	WMRA/RSP/AWM/LSC
34b.4		Ensure skills is integrated with 14-19 changes in developing SIRS	Skills properly integrated into SIRS Q1/2/3/4	More effective regional policy.	WMRA/WMLGA/LAs/LSC/AoC/RSP
34b.5		Ensure the approach taken to rural skills is broader than the traditional land based industries	More appropriate programmes and qualifications for rural areas. Q1/2/3/4	Skills support in rural areas meets the needs of individuals and communities.	WMRA/LSC/LANTRA

RURAL (Work Strand 35)

Strategic Objective: Ensure that rural issues are adequately reflected into regional work and policy.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
35.1	£0 (see WS37)	Engagement of the rural interests in regional working and policy development	Support for and engagement with the WM Rural Affairs Forum, the WMRAF Management Committee and Secretariat. Q4	The profile of rural issues and priorities raised in the region. Body of expertise providing support and advice on regional strategies and initiatives which are appropriate for rural areas	Forestry & Rural Affairs Manager WMRA
35.2		Supporting rural policy design development and delivery	Support from WMRA to facilitate the engagement with regional partners and delivery agents. Q4	Effective delivery agencies working at a strategic level to provide technical advice and to ensure that service delivery to rural communities and areas is not unduly disadvantaged	Regional Partners
35.3		Establishment of effective rural stakeholder specialist task groups properly working with WMRAF to rural proof high level strategies and policies	Coordination and support to Task Groups as required: <ul style="list-style-type: none"> • WMES Connecting to Success implementation • WMRSS Phase 3 Revision • WM Regional Culture Strategy • European funded programmes • Others as required 	Rural areas valued and benefiting from sustainable economic growth, minimised environmental impacts and strengthened communities re not unduly disadvantaged	FRAM with regional partners

35.4		Ensure the approach taken rural skills is broader than the traditional land based industries (see 34b.7 above)	(see 34b.7 above)	(see 34b.7 above)	(see 34b.7 above)
FORESTRY (Work Strand 37)					
Strategic Objective: Secure a strong Forestry Framework which influences and supports other key regional strategies.					
No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
37.1	Estimated Partner funds £80,000	Lead the development and implementation of the West Midlands Regional Forestry Framework (WMRFF)	Preparation of the rolling action plan 2009-2012 Q1 and completing the fourth year of implementation Q4	Viable inclusive forestry and woodland sector benefiting from co-ordinated activity, closer partnership and networking	WMRFF
37.2		Collecting and collating data and information in order to compile the Annual Report 2007-2008	Publishing Annual Report 2008-2009. Q2	Providing Forum partners, networks and stakeholders with an enhanced understanding of progress of the WMRFF	WMRFF
37.3		Linking the work of the Action Plan Manager to the Assembly policy partnerships and WMRSS Implementation, ensuring a forestry dimension to all policy development/implementation	Reports and updates for Assembly task groups, officer groups and partnerships. Q4	Forestry policy effectively driven into other WMRSS implementation	WMRFF
37.4		Lead the refresh of the West Midlands Regional Forestry Framework (WMRFF) aligning it with new England Strategy and key regional strategies (WMRSS and WMES)	Refreshed Regional Forestry Framework. Q4	Viable inclusive forestry and woodland sector benefiting from co-ordinated activity, closer partnership and networking and contributing to the wider regional agenda	WMRFF

FINAL BUDGET 2009-10

CLG funding for 2009-10 is expected to be 10% less than 2008-09 which means reduced budgets available to support activities that are critical to delivering on our planning, housing and transport commitments. In 2009-10 we will also be undertaking the WMRSS Phase Two Examination in Public (EiP) which has slipped back from 2008-09 as a result of decisions taken by CLG which we could not have resisted. This timetable slippage and the reduced 2009-10 funding means that there is insufficient funds to enable us to deliver all our critical activities and therefore in constructing this budget, **we have had to make an assumption that CLG will consent to an EiP contingency budget of £100,000** being set aside from 2008-09 funding and carried into 2009-10. This fund will be required to meet the significant costs associated with the EiP.

In this final year of Assembly activity the CLG budget will once again be supplemented by other partner contributions and project funds that are necessary to deliver the full business plan, and these contributions will become clearer at the end of this financial year.

During 2009-10 we may need to consider how we manage partner or project activities with a commitment beyond March 2010 and it may be necessary for the Board to determine and agree the transfer of accountable body status for such projects commitments.

In terms of the transition arrangements and winding up of the Assembly; the Board of Directors will utilise 'reserves' as a 'Dissolution Fund' to meet associated costs such as professional legal support to wind up Assembly operations, final audit requirements and staff related costs that cannot be met within the overall staffing budget.

The following budget table sets out the use of CLG funds in 2009-10 and includes the 2008-09 budget as a comparator. As mentioned earlier, the income includes an estimated contingency from 2008-09 funds to meet the costs of the EiP. We have also included as estimate of potential bank interest available during the year to balance the overall budget.

Regional Assembly Budget 2009-10

INCOME	WS	2008-09	2009-2010	Expenditure	WS	2008-09	2009-10
CLG Assembly Funding	1	2,348,829	2,126,284	Partnering/Participation	20	15,000	0
CLG EiP Contingency	2	0	100,000	Transport	22	42,500	32,550
RHE Partners	3	284,000	89,987	Housing	25	309,000	112,487
Other Partners (EiP)	4	0	30,000	Environment	26	43,500	39,150
Forestry/Rural Partners	5	85,000	80,000	Sustainable Development	27	20,000	21,996
Dept of Health	6	28,900	0	Economy	28	39,000	10,000
Total		2,746,729	2,426,271	<i>Sub Total</i>		1,031,500	885,399
				Scrutiny & Strategic Review	30	20,000	2,500
				Policy Integration & Development			
EXPENDITURE							
Corporate				Health	31	28,900	0
Staffing	10	1,397,551	1,311,227	Europe & International	32	10,000	0
Staff Training & Healthcare	11	10,000	500	Social Inclusion	33	5,000	0
Operational	13	137,778	138,095	Culture & Skills	34	7,000	0
Communications	14	9,000	8,500	Rural Affairs	35	5,000	0
<i>Sub Total</i>		1,554,329	1,458,372	<i>Sub Total</i>		55,900	0
Planning, Housing & Transport							
Implementation	15	25,000	20,000	Other Activities			
Monitoring	16	215,000	194,150	Forestry/Rural Accord	37	85,000	80,000
Conformity	17	20,000	19,800	<i>Sub Total</i>		85,000	0
Revision Phase 2	18a	100,000	62,000	Total		2,746,729	2,426,271
Revision Phase 3	18b	183,000	225,716				
Examination in Public	18c		130,000				
Urban & Rural Renaissance	19	19,500	17,550				

Regional Assembly Budget 2009-10 – Profiled across 4 quarters:

INCOME	WS	Budget	CLG Funds	Others	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar
CLG Assembly Funding	1	2,126,284	2,126,284		536,956	494,105	640,468	454,755
CLG Contingency for EiP	2	100,000	100,000		100,000			
Partners Support RHE [WS25]	3	89,987		89,987	89,987			
Other Partners EiP [WS18c]	4	30,000		30,000	30,000			
Forestry/Rural Partners [WS37]	5	80,000		80,000	80,000			
Total		2,426,271	2,226,284	199,987	836,943	494,105	640,468	454,755
EXPENDITURE								
Corporate								
Staffing	10	1,311,277	1,311,277		329,782	329,782	329,782	321,931
Staff Training (CPD)	11	500	500		500			
Operational	13	138,095	138,095		45,024	34,823	28,424	29,824
Communications	14	8,500	8,500		3,500	2,000	2,000	1,000
<i>Sub Total</i>		<i>1,458,372</i>	<i>1,458,372</i>	<i>0</i>	<i>378,806</i>	<i>366,605</i>	<i>360,206</i>	<i>352,755</i>
Planning, Housing & Transport								
Implementation	15	20,000	20,000			7,500	12,500	
Monitoring	16	194,150	194,150		73,825	18,000	95,325	7,000
Conformity	17	19,800	19,800		9,900		9,900	
RSS Revision Phase Two	18a	62,000	62,000			18,000	25,000	19,000
RSS Revision Phase Three	18b	225,716	225,716		25,050	72,500	69,666	58,500
RSS Examination in Public	18c	130,000	100,000	30,000	130,000			
Urban & Rural Renaissance	19	17,550	17,550		8,775		8,775	
Increase Partnering/Participation	20	0						
Transport	22	32,550	32,550		8,775		16,275	7,500
Housing	25	112,487	22,500	89,987	33,746	22,497	33,746	22,498
Environment	26	39,150	39,150		19,575		19,575	
Sustainable Development	27	21,996	21,996			5,000	11,996	5,000
Economy	28	10,000	10,000			5,000		5,000
Legal Expenses	29	0						
<i>Sub Total</i>		<i>885,399</i>	<i>765,412</i>	<i>119,987</i>	<i>309,646</i>	<i>148,497</i>	<i>302,758</i>	<i>124,498</i>
Strategic Review	30	<i>2,500</i>	<i>2,500</i>		<i>1,000</i>	<i>1,500</i>		
Policy Integration & Development								
Health	31	0			0	0	0	0
Europe & International Policy	32	0			0	0	0	0
Social Inclusion	33	0			0	0	0	0
Culture & Skills	34	0			0	0	0	0
Rural	35	0			0	0	0	0
<i>Sub Total</i>		<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Other Activities								
Forestry	37	80,000		80,000	20,000	20,000	20,000	20,000
<i>Sub Total</i>		<i>80,000</i>	<i>0</i>	<i>80,000</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>
Total		2,426,271	2,226,284	199,987	709,452	536,602	682,964	497,253

2009-10 Risk Register

Appendix A

The Assembly has undertaken a risk analysis for all work strands. This involved the assessment of a range of likely threats or challenges against a matrix of three levels of likelihood (chance) and consequences (impact) giving a numerical value to indicate priority.

Work Strand Number	Description of Risk	Likelihood x Impact						Risk Value	Timescale Long / Medium/ Short term	Control and Mitigation (Current and future actions)
		H	M	L	H	M	L			
		3	2	1	3	2	1			
Staffing 10.1	Insufficient staff resource to effectively deliver the work programme; exacerbated by EiP	X			X			9	Short	Redeployment Policy in place; fast and efficient recruitment; Change Management Plan to provide reassurance to staff, regular staff briefings; contingency budget to support EiP
Training 11.1	Insufficient training budget to support/develop staff	X				X		6	Short	Combined WMLGA/WMRA training budget carried forward into 2009-10 may provide some support/buffer
13.1	Impact on staff (10.1) partners (13.2) and financial ability to deal with the cost implications	X			X			9	Short/ Medium	Change Management Plan to minimise impact on staff and ensure good practice in HR management and legal compliance. Utilise reserves for wind-up costs, etc. Influence the transition process to ensure continued partnership approach to the SIRS and local government leadership.
13.4	Poor/no succession arrangements may impact on sign up to the Memorandum of Understanding		X		X			6	Medium	To ensure competent successor body is identified and future proof partner engagement and buy-in to new regional arrangements.
Comms 14.1	Lack of resources to effectively deliver Communications to support WMRSS, RBP, RHE	X				X		6	Short	Improved time-tabling of events and publications to secure shared costs and/or economies of scale. Stricter prioritisation of work load
14..2	Reputation damaged due to negative press coverage		X			X		4	Short	Build up current levels of engagement with Regional Media
14.3	FOI – not responded to within timescales			X	X			3	Short	Ensure colleagues notify FOI lead as soon as the request is received to ensure maximum time period is available to respond to request

Work Strand	Description of Risk	Likelihood x Impact					Risk Value	Timescale	Control and Mitigation (Current and future actions)
Imp'tation 15.1	Failure to engage effectively key partners in the WMRSS Implementation Group (e.g. through lack of officer capacity)		X			X	4	Short/ Medium	All sub-regions are fully committed to engagement in the Group but member 'substitutes' could be identified Build on existing partnership arrangements and contacts with key agencies and partners. Demonstrate to authorities the important role of the Group in supporting and presenting the WMRA case at the EiP in April, 2009
	Inadequate resources available to support the work of the Group		X	X			6		
15.2	Insufficient funds to take forward the development of the Implementation Plan Failure to update the Implementation Plan ahead of the EiP. Failure of some sub-regions to provide an adequate input to the Implementation Plan Failure to demonstrate adequately the deliverability of the WMRSS at the EiP Failure to provide appropriate updating of Implementation Plan to incorporate Phase 3 revisions		X			X	6	Short	Continue to ensure that there is a collective commitment to the updating of the Implementation Plan at a high level both within strategic authorities and other partner organisations Further utilise the partnership-based approach employed for the previous work.
15.3	Failure of on-going implementation programmes and priorities to take adequate account of the WMRSS Implementation Plan		X			X	6	Short/ Medium	Ensure continued support for the WMRSS Implementation Group. Consider the possibility of extending the role of the group in the context of emerging arrangements for developing the SIRS and proposals for the development of an associated Implementation Plan
Monitoring 16.1	DCLG increase monitoring requirement without commensurate increase in resource allocation.		X			X	4	Medium	Via ERN ensure monitoring requirements are kept at a reasonable and realistic level.
16.2	Failure to produce monitoring reports due to lack of resources		X			X	4	Medium	Detailed planning and prioritisation of the elements of this work stream. Regular review of timetable and priorities in the light of available resources.
16.3	Lack of clarity about monitoring arrangements post SNR		X			X	4	Medium/ long	Active engagement in planning post SNR and close working with key partners to ensure integration of monitoring activities.

Work Strand	Description of Risk	Likelihood x Impact						Risk Value	Timescale	Control and Mitigation (Current and future actions)
Conformity 17.1	RPB unable to attend Public Examinations and Inquiries to assist Planning Inspectorate and defend the WMRSS.	X				X		6	Medium	Attendance can be controlled by giving well considered advice and engaging in front loading of Documents so issues are minimised in advance. Conformity advice is clear, comprehensive, consistent and written in such a way as to serve as written reps to Public Examinations.
WMRSS Phase 2 and 3 Revisions 18a.1	Failure to undertake further work in light of EIP Panel report.		X		X			6	Medium	To prepare a detailed project work plan with key milestones and monitor its implementation. To hold regular officer meetings to develop a response and monitor progress.
18a.2	Failure to prepare RPB representations on the Proposed Changes on time.			X	X			3	Medium	To prepare a detailed project work plan with key milestones and monitor its implementation. To hold regular officer meetings to develop a response and monitor progress.
18a.3	Insufficient resources to undertake technical work required to support the representations on the Proposed Changes.	X			X			9	Medium	Effectively use funding resources and prioritise technical work required to support the representations and, where appropriate, draw upon partner organisations.
18b.1	Insufficient resources to publish Options consultation document			X	X			3	Short	Engagement with GOWM/DCLG to ensure sufficient funding levels. And review budget together with priorities.
18b.2	Failure to adequately engage with GT&Ts on Options consultation.	X			X			9	Short	Engagement with GOWM/DCLG and Housing Team to ensure sufficient funding levels. And review budget together with priorities.
18b.3	Insufficient resources to undertake commission consultancy support to analyse consultation responses	X				X		6	Short/ Medium	Effectively use funding resources and prioritise technical work required to support the development of Options and draw upon partner organisations to provide.
18b.4	Insufficient resources to undertake technical work	X				X		6		Effectively use funding resources and prioritise technical work required to support the development of Preferred Option and seek to draw upon partner organisations to provide.
18b.5	Insufficient resources to publish Preferred Option	X			X			9		Engagement with GOWM/DCLG to ensure sufficient funding levels. And review budget together with priorities.

Work Strand	Description of Risk	Likelihood x Impact						Risk Value	Timescale	Control and Mitigation (Current and future actions)
18b.6	Failure to adequately engage with GT&Ts on Draft Preferred Option consultation.	X			X			9	Medium	Engagement with GOWM/DCLG and Housing Team to ensure sufficient funding levels. And review budget together with priorities.
18b.7	Failure to integrate the SA/SEA/HRA/Rural Proofing into the development of Options.			X	X			3	Short/ Medium	Engagement with GOWM/DCLG to ensure sufficient funding levels. And review budget together with priorities.
18b.8	Lack of stakeholder involvement due to resource and/or time constraints		X		X			6	Short/ Medium	Integrate stakeholder engagement activities into the overall work plan to ensure stakeholder input at key stages. Draw on existing groups and networks, including Partnership, officer and Reference Groups to ensure wide engagement through tested channels.
18c.1	Failure to effectively represent the RPB at the Phase 2 EiP, e.g. due to sickness of key staff		X		X			6	Short	To prepare a detailed project work plan with key milestones, incl. contingency plan, and monitor its implementation. To hold regular officer meetings to develop a response and monitor progress.
18c.2	Insufficient resources to obtain consultancy support required to provide specialist advice to RPB	X			X			9	Short	Effectively use funding resources and prioritise consultancy input required to support the EiP and, where appropriate, draw upon partner organisations.
Urban and Rural 19.1	Rural issues perceived not given due prominence			X	X			3	Medium	Secure resource/capacity for rural proofing at key stages
19.2	Changing support and ambitions for City Regions threatens the implementation of WMRSS.		X		X			6	Short	Facilitate engagement of City Region 'players' at all levels to secure ownership and implementation of WMRSS.
19.3	Urban and rural renaissance ambitions not recognised in other regional strategies.			X	X			3	Medium	Promote urban and rural renaissance issues with Concordat partners and delivery agencies.
Partnering 20.1	Poor engagement from key sectors due to no funding support	X			X			9	Short	Continue to encourage engagement via Board Members and WMRSS consultation.
Transport 22.1	Unforeseen outcome from WMRSS Examination in Public		X		X			6	Short	Encourage partner organisations to take 'ownership' of the revised RTS to ensure that the RTS influences where appropriate (including National Policy, RES, LDFs, LTPs, Planning Applications).

Work Strand	Description of Risk	Likelihood x Impact						Risk Value	Timescale	Control and Mitigation (Current and future actions)
22.2	Regional partners unable to agree independent process		X		X			6	Short	Assembly/successor body takes lead on behalf of partners
22.3	Insufficient resource and capacity		X		X			6	Short	Work with Government Office to ensure brief for work is realistic in view of available resource.
22.4	Insufficient resource and capacity	X			X			9	Short	Work with partners to explore funding opportunities.
Housing 25.1	Insufficient affordable housing being delivered - increased risk due to current economic climate and credit crunch	X			X			9	Short-medium	Promote affordable housing guide. Review performance of delivery agents and take action. Continue to work with sub-regional HMAs and reinforce Government's AH delivery agenda. Continue work with the Housing Corporation / HCA and National Housing Federation.
25.4	Failure to deliver Regional Housing Allocations Strategy 2008/2011 - increased risk due to current economic climate and credit crunch and possible impact on delivery of National Affordable Housing Programme		X		X			6	Short – medium	Early work with partners and Homes and Communities Agency (HCA) / seek advice from CLG & GOWM at earliest opportunity.
25.7	Lack of Support from partner organisations, GOWM, HCA, AWM			X	X			3	Short	Ensure partner colleagues fully involved in RHE work programme / make them aware of implications posed by RHE failing to deliver on this. Address SNR uncertainties as far as possible
25.8	Lack of support from sub-regional HMAs and partners due to uncertainties posed by SNR. Risk grows as SNR uncertainty and end of WMRA comes closer. LAs less inclined to have regard to WMRA's influence.	X			X			9	Short / medium	Seek greater collaboration with GOWM, HCA and AWM to continue to endorse regional and sub-regional messages
25.9	Lack of expansion of Kick Start Partnership (increased risk with regards to loan model in current economic climate)		x		x			6	Short / medium	Work with Kick Start Partnership to promote the Programme to all local authorities in the Region to ensure take up. Continue to monitor and review delivery of the Programme
Environment 26.1	Insufficient capacity /funding to contribute to EIP and develop policy for WMRSS Ph 3 Preferred Option	X			X			3	Medium	Develop strong partnerships, clear time-table and secure support from key players.
Sustainable Development 27.1	Lack of resources to fulfil mandatory requirement for WMRSS under section 39(2) of Planning & Compulsory Purchase Act 2004			X	X			3	Short	Engagement with GOWM/DCLG to ensure sufficient funding levels. And review budget together with priorities.

Work Strand	Description of Risk	Likelihood x Impact					Risk Value	Timescale	Control and Mitigation (Current and future actions)
27.2	Lack of resources to deliver WMRA responsibilities in Regional Climate Change Action Plan leading to lack of stakeholder engagement and credibility	X				X	3	Short	Engagement with GOWM and other stakeholders to seek support for, and delivery of, Climate Change Action Plan. Lobby other stakeholders to seek alternative sources of funding and review budget together with priorities.
27.3	Lack of resources to deliver WMRA responsibilities in Regional Climate Change Action Plan leading to lack of stakeholder engagement and credibility	X			X		6	Medium	Engagement with GOWM and other stakeholders to seek support for, and delivery of, Climate Change Action Plan. Lobby other stakeholders to seek alternative sources of funding and review budget together with priorities.
27.4	Lack of funding to support SWM/regional SD champion resulting in loss of credibility to WMRA/SWM		X		X		4	Medium	Engagement with GOWM/DCLG to ensure sufficient funding levels and review budget together with priorities.
Economy 28.1	SIRS/SNR arrangements are ineffective in progressing the SIRS objectives		x		x		6	Medium	Through on-going interaction at officer and member level. Development and implementation of an SNR Transition Plan.
28.3	Sub-regional delivery mechanisms are not developed		X		X		6	Medium	Continue to work with local authorities and partners in development of local economic assessment duty and SIRS development
28.4	Insufficient capacity to engage effectively in economic downturn work		X		X		6	Medium	Increased importance given to economic work and development network of expertise from local authorities and other partners
Scrutiny 30.1	Lack of engagement in the scrutiny process	X			X		9	Short and Medium	Scrutiny function to cease in July 2009. Working with partners to ensure engagement with final review
Health 31.1	Partners not supporting Regional Health Partnership	X			X		3	Long	Ensure adequate engagement of partners, encouraging participation with the development of the Health and Well-Being Strategy and action plans
31.2	Lack of engagement from key partners with respect to the Health and Wellbeing Strategy consultation and action planning	X			X		6	Medium	Use of networks and communication links to encourage response to the consultation process. Pro-actively market consultation events – revise Action Plan to reflect real deliverables
31.3	Lack of funding for strategy implementation work		X		X		6	Medium	Seek avenues of funding and 'in kind' contributions through the Regional Health Partners to sustain work
31.4	Big Lottery Fund withdraw funding		X			X	2	Short	Continue to engage with BIG, provide robust monitoring and gateway Review mechanisms of projects and meet required deadlines

Work Strand	Description of Risk	Likelihood x Impact					Risk Value	Timescale	Control and Mitigation (Current and future actions)
			X		X				
Europe 32.1	No European context to SIRS – loss of impetus generated by Regional European Strategy – SIRS is more insular document than otherwise, missed opportunities for EU awareness engagement and funding		X		X		6	Medium to long	Develop initial work presented to ESB in December 2009. Understanding of SIRS process by SA. Engagement of officers and members at relevant points.
32.2	Grant funding expires and no further funding available to sustain EU Connects project			X		X	1	Short	Ensure successful project delivery and demonstrate added value to secure funding to sustain project
32.3	WMRA asked to lead the Transnational Priority (approx £500k pa over 7 years)			X		X	1	Short	Mitigation; keep Assembly Board and partners well informed of progress.
32.4	Failure to influence cofinancing programme to significant degree		X		X		6	Medium	Ensure robust systems to involve the Local Authority sector at key stages and high level of negotiation skills of ESF manager.
Social Inc 33.1	Lack of co-ordination on social, cohesion, equality & diversity issues within the region. More difficult to raise issue – no single route to Govt.	X				X	6	Medium	Continue to work with Partners including DCLG to raise awareness of related issues and influence others to ensure that they are not overlooked
33.3	Lack of social capital, equality & diversity issues reflected in regional strategies. Negative impact on sustainable, economic and cohesion aspects, such as access to services.		X		X		6	Medium	Continue to work with regional stakeholders, such as the Concordat Partners, as well as GOWM/DCLG to ensure that the region and related aspects or issues are represented.
33.4	As above for national and European strategies – West Midlands one of the largest regions in Europe.		X		X		6	Medium	Continue to work with regional stakeholders, such as the Concordat Partners, as well as GOWM/DCLG to ensure that the region and related aspects or issues are represented.
Culture 34a.1	There will no longer be a Regional Cultural Consortium - WMRSS may not properly reflect and integrate all cultural issues		X			X	4	Medium	Engagement with the four DCMS Regional Bodies to guarantee the cultural sector's involvement in WMRSS Phase Two & Three Revisions.
34a.2	Opportunities not identified and potential benefits from Olympics not maximised		X		X		6	Long	Continuing involvement in WM Leadership Group and engagement with regional partners.

Skills 34b.2	Regional skills priorities fail to reflect and address needs of regional strategies especially WMRSS		X			X		4	Medium	Broaden involvement in development of Regional Skills Partnership priorities.
Rural 35.3	Insufficient priority for rural issues in regional strategy and delivery mechanisms.			X	X			3	Short	Strengthen rural proofing and the role and activities of the Regional Rural Affairs Forum and supporting groups.
Forestry 37.1	Failure to get buy-in to Action Plan 2007-2010		X			X		4	Medium	Furthering engagement with partners and work programmes.
37.3	Lack of partnership funding for Action Plan Manager and work programmes		X			X		4	Medium	Lobby GOWM, AWM, Forestry Commission, Natural England and Environment Agency seeking avenues of alternative funding and review budget together with priorities.

Key Performance Indicators

Appendix B

We identify below the Assembly's **SMART*** Key Performance Indicators (KPIs). They are selected because they are critical to the performance of the Assembly, part of our strategy obligations and / or activities for which payment is recovered. Each is measurable.

* Specific, Measureable, Achievable, Relevant, Time defined.

Work Strand Number	Work Strand	Indicator
10-13	Corporate Activity	Delivery of the 2009-10 business plan within the agreed budgets. Effective transfer of functions to successor body before 31 March 2010. Agree arrangements for the post 2010 continuation of the West Midlands/Mid Wales memorandum of Understanding on cross-border issues.
14	Communication & Engagement	Produce Annual Report; Scrutiny and Strategic Review Report, WMRSS consultation materials as timetabled.
15	WMRSS Implementation	Update and develop the WMRSS implementation plan and submit to the WMRSS Examination in Public in April..
16	WMRSS Monitoring	Integrated monitoring process for the WMRSS and RHS. Produce an augmented Annual Monitoring Report to agreed content and timetable to inform the WMRSS Examination in Public in April.
17	WMRSS Conformity	Implement WMRSS Conformity Procedures to meet statutory requirements. 100% of responses made within statutory deadlines.
18	WMRSS Phase Two Revision WMRSS Phase Three Revision WMRSS Phase Two Revision EiP	Prepare representations on the Secretary of State's Proposed Changes. Publish final Project Plan; following consultation on draft to launch Phase Three Revision. Complete technical work for Phase Three and develop Options for consultation in July. Ensure effective arrangements for policy continuity with the regional Strategy. Represent Assembly at the Examination in Public (April to June).
19	Urban & Rural Renaissance	Actively participate in City Region matters to ensure this work supports the West Midlands approach to renaissance and growth. Take forward critical rural services element of WMRSS Phase Three as above. Effectively promote both urban and rural renaissance as the fundamental goals of the WMRSS at the Examination in Public.
22	Transport	Prepare representations for submission to the Examination in Public in April. Represent Assembly at the EiP. Revise the Regional Transport Priorities Programme.
25	Housing	Delivery of the Research Programme to provide a joint housing and planning evidence base for the WMRSS Examination in Public and to assist the re-refresh of the Regional Housing Strategy. Take forward development of the Gypsy and Traveller policy element of WMRSS

		Phase Three. Continued delivery of the Regional Housing Board functions as set out by CLG.
26	Environment	Support regional waste policies for the WMRSS Examination in Public in April. Develop strategic environmental issues/policies of WMRSS Phase Three.
27	Sustainability & Climate Change	Sustainability Appraisal of WMRSS Revision Phase Three Options/ Preferred Option. Implement Regional Climate Change Action Plan.
28	The Economy and Economic Development	Continued input into the shaping of the RS and SNR arrangements. Monitor implementation of WMRA delivery targets in the West Midlands Economic Strategy.
30	Scrutiny & Strategic Review	Completion of final scrutiny review.
31	Regional Health Partnership	Complete the development of the Regional Health & Wellbeing Action Plan. Ensure continued delivery of Living Well
32	Europe	Support key priorities of the European Strategy. Introduce European context to RS Successful delivery of EU Connects project including increased success of project bids from rural areas.
33	Equalities & Diversity	Work with EHRC to develop and recommend a West Midlands model.
34 a	Culture	Cultural issues reflected in WMRSS Phase Three.
34 b	Skills	Assembly support for further development of the Regional Skills Action Plan.
35 & 37	Rural & Forestry	Rural Proofing WMRSS Phase Three. Preparation of the rolling Action Plan 2009-2012. Refreshed West Midlands Regional Forestry Framework