

West Midlands Regional Assembly Business Plan 2008-09

Q2 Progress Report April-September 2008

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Business Plan Progress Report

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17th October 2008

Business Plan Progress Report

Introduction & Reporting Methodology

RSS Revision – Phase 2 Examination in Public

The complexity and length of this Examination in Public (EiP) has been greatly increased by the need to examine the implications of the Minister's commissioned study into higher housing ranges, alongside the policies submitted in the Phase 2 Revision. It will be essential for the Assembly to manage this complexity and the longer EiP and be able to provide the Examination Panel with the information they require to reach a satisfactory conclusion. If this is not done, there is a risk that the EiP will need to be adjourned for more work to be done, delaying the date on which the Minister can make a decision; and potentially, impacting on the Phase 3 Revision timetable.





Further technical expertise in specialist policy areas will therefore need to be recruited and probably, specialist legal advice will also need to be retained. It will be necessary for us to construct a significant budget for this activity from within the existing funding provision, and in quarter 3 we will identify potential savings or virements from other work strands to facilitate this. However, as this activity will run across two financial years (and with expectations of reduced funding for 2009-10) it will be imperative that any EiP budget we are able to construct in 2008-09 is carried forward into next year.



Olwen Dutton
Chief Executive

Reporting Methodology

Each individual work strand of the Business Plan has been reviewed and the enclosed **WMRA Business Plan Progress Report (Work Strands)*** includes a progress column using a symbol system to identify performance progress against the key actions/tasks. Performance monitoring is exception reporting.

	TASK COMPLETED
	TASK ON TARGET (we will deliver on time)
	TASK OFF TARGET (either we will be late or over budget)
	NOT GOING TO HAPPEN

An accompanying **Performance Exception Report** will provide a detailed explanation for those tasks identified as being 'Off Target' or 'Not Going To Happen'.

This report also includes a section on any **Additional Tasks Undertaken** that were not in the original business plan but that have been a key activity during the period.

WMRA Business Plan 2008-09

Performance Management - Exception Report 30 September 2008

Task off target ☹☹☹			
WS No		Activity	Remedial Action/Reason
27.4		Review Regional Sustainability Development Framework	Now in Q4 to take account of SNR
27.5		Update RSDF in line with "Securing the Region's Futures"	This has been delayed to Q4 now to take account of SNR
30.1		Advantage West Midlands' Support for Skills Scrutiny Review	Review suspended due to DBERR instruction not to share evaluation data. Strategic Review Group will consider rescheduling this review at their next meeting on 29 October 2008.
30.5		Development of post 2010 regional scrutiny structures	Delayed to ensure scrutiny arrangements are developed as part of wider governance arrangements

Tasks not going to happen ☠☠☠			
WS No		Activity	Remedial Action/Reason
34.a1		Support the preparation of the new Regional Cultural Strategy (inc tourism) and subsequent action planning	Culture WM will be wound up April 09 so they will not produce a new Regional Cultural Strategy - however the Cultural technical work underpinning the RSS Revision will support any future development of a new strategy and assist integration within the new SIRS.

Additional Tasks not in the Business Plan

WS No	Activity	Approvals
22 Transport	Responding to the Government's Regional Funding Advice (RFA) guidance on the Transport theme. Timescales – Sept 08 – Feb 09	Approved by Chief Executive; WMRA is a key partner in developing the Region's response
25 Housing	Responding to the Government's Regional Funding Advice (RFA) guidance on the Housing theme. Timescales – Sept 08 – Feb 09	Approved by Chief Executive; WMRA is a key partner in developing the Region's response

WMRA Business Plan 2008-09

Performance Management – Business Plan Progress Report 30 September 2008

Symbols in Black are the progress at Q1 and remain in the report for information.

New information for July-September or amended details are shown in blue.

Work Strands – Corporate Activities

STAFFING and OPERATIONAL (Work Strands 10-13)					
Strategic Objective: Ensure sound corporate governance and practices that engender 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; work closely with AWM to manage recruitment/ retention issues, ring fence internal opportunities, ask AWM to provide early notice of relevant new posts to Assembly staff					
[13.1] Impact on staff (10.1) partners (13.2) and financial ability to deal with the cost implications – Mitigation; Work with AWM to minimise impact on staff and ensure good practice in HR management and legal compliance, work through ERN to secure early advice/commitment from CLG in respect of redundancy, wind-up costs, etc and influence transition process to ensure partnership approach to single IRS and local government leadership.					
No	INPUT £	Process	Outputs (KPI)	Outcome	Who
10.1	£1,397,551	Provide an effective and responsive Assembly Secretariat	Sufficient complement of staffing to deliver work programme Q1 ☺/Q2 ☺/Q3/Q4	Effective and sufficient staffing resource to deliver business plan	CEO
11.1	£10,000	Training needs identified via reviews and fed into a Corporate Training & Plan	2008-09 Corporate Training Plan Q1 ☺ New Member Induction Pack Q2 ☺	<ul style="list-style-type: none"> ▪ Training needs identified / met ▪ Members equipped for the role 	CEO
13.1	£137,778	Maintain essential operational services; operate a rolling Corporate Governance Action Plan; Risk Management; Compliance and Probity, etc	Refreshed Corporate Governance Action Plan Q2/4 ☺ Audit Reports Q3 ☺ Risk Management Report Q2/4 ☺	<ul style="list-style-type: none"> ▪ Effective business and operational systems ▪ Robust Financial Management ▪ Mitigated Risks ▪ Corporate compliance 	CEO
13.2		Provide Regional Leadership to ensure the aims of the Regional Concordat are achieved	Review of Regional Concordat (see WS30)	Clarity on leadership roles and contributions of key organisations in light of RFA	See WS30
13.3		Plan and prepare for transfer of statutory functions	Regional SNR Transition Work Programme updated quarterly ☺☺	Clarity on the process and timetable for transfer of statutory functions to the RDA	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 Q4 😊	Better collaboration between partners and organisations that operate along and across the border between Central Wales and the West Midlands	WMRA, WAG and partners
COMMUNICATIONS (Work Strand 14)					
Strategic Objective: To effectively communicate and support the purpose and work of the Regional Planning and Housing functions including the Regional Housing Executive.					
No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
14.1	£9,000	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. 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 WMRA
14.2		Support Regional Marketing Strategy	Support AWM in communicating key messages with Local Authorities as required 😊😊	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 😊😊 Produce internal guidance on how to deal with FOI enquiries 😊	More positive perception of RPB/RHE accountability	Head of Comms

Work Strands – Regional Planning, Housing and Transport

WMRSS IMPLEMENTATION, MONITORING AND CONFORMITY (Work strands 15, 16, 17)					
Strategic Objective: 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					
Risk Assessment: [15.1] Failure to deliver defined outputs due to lack of funds – Mitigation; Develop detailed work and resource plan and regular review progress and priorities. Draw on existing work and partnership structures to deliver the outputs. [15.3] Insufficient funds to take forward development of the implementation plan – Mitigation; Further utilise the wholly partnership-based approach employed for the previous work.					
No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
15.1	£25,000 [WS15]	Development of a Communication and Partner Strategy	A defined approach to the communication of RSS issues to Stakeholders. Q3 Outputs to include the development of a refreshed series of RSS pamphlets and website development. Q4	Improved Stakeholder comprehension and participation in the delivery of the RSS	Strategic Adviser Implementation WMRA
15.2		Development and support of Regional Implementation alignment	Establish a group of senior regional stakeholders working towards the coordination of the delivery of the RSS; inform further Implementation Plan development. Q3 ☺	Alignment of Stakeholders' Business Planning with RSS requirements	SA Implement' WMRA
15.3		Further development of Implementation Plan 1) Pre-RSS Phase 2 EiP 2) post EiP	Further development of the RSS Implementation Plan to incorporate a sub-regional focus. Q4	Successful defence and promotion of the deliverability of the RSS at the EiP Implementation of RSS which delivers balanced and sustainable development sensitive to sub-regional needs	SA Implement' WMRA
16.1	£215,000 [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	To establish progress towards the policies and objectives expressed in the RSS and provide an evidence base for policy review	SA Monitoring WMRA

			This will be supported by the following reports & activities:-		
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 1) B'ham 2) Worc CC 6) Staffs CC
16.3		Harmonise the RES and RSS Monitoring frameworks post SNR	Implications for RSS monitoring from SIRS is fed into the annual review process. Q4	Complementary monitoring of RSS and RES to enable effective approach to the monitoring of the Single Integrated Regional Strategy	SA Monitoring WMRA
17.1	£20,000 [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	Snr Advisor Conformity LAs
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

WMRSS REVISION PHASE, Two and Three and Partner Engagement (Work strands 18a, 18b 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 and obtain consultancy input required to support the representations for the EiP – Mitigation; Effectively use funding resources and prioritise technical work required to support the representations and draw upon partner organisations to provide.

[18a.3] Insufficient resources to undertake technical work required to underpin the development of Options – Mitigation; Effectively use funding resources and prioritise technical work required to support the development of Options and draw upon partner organisations to provide

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
18a.1		Preparation of formal RPB response to EiP Panel Secretary on the further housing study	Response submitted to the EiP Panel Secretary. Q2 <i>Now Q3 because of delay by Govt</i>	Ensure that RPB views are adequately considered at the EiP	Head of Planning WMRA
18a.2		Phase Two - Examination In Public	Representations to be submitted in advance of EiP Q3&4 <i>Now Q4 due to delay by Govt</i>	Ensure that the Region's case for its Phase Two Preferred Option Submission is presented and supported at the EiP, including any views on Ecotowns and New Growth Points.	HOP WMRA
18a.3	Phase 2 £100,000	<p>Technical Work to support representations to be made at the Phase Two EiP.</p> <ul style="list-style-type: none"> Areas of work to be determined in the lead-up to the EiP depending on outcome of the GOWM housing study and other issues arising as a result of the consultation. <p>Consultancy Support at EiP</p> <ul style="list-style-type: none"> Consultancy support required to assist with representations and present evidence at EiP 	<p>Technical Work commenced. Q1&2 ☺</p> <p>Technical Work to be completed prior to EiP. Q2/3 <i>Now Q2,3&4 due to delay by Govt ☹</i></p> <p><i>Now Q4 & Q1 09/10 ☺</i></p>	Evidence base to support the Region's case at the EiP	HOP WMRA
18b.1		Phase 3 Project Plan	Publish Phase 3 Project Plan. Q1☹ <i>Now Q3 due to discussions with GO-WM and AWM</i>	Final Project Plan to respond to key issues raised in the consultation and to confirm the objectives of the Phase 3 Revision	HOP WMRA

18b.2		Development of Phase 3 Options	Analysis of advice from Strategic Planning Authorities. Q2 ☺ Phase 3 Draft Options for informal consultation (Q3or4) Now Q4 ☺ With final publication in Q1&Q2 of 09/10 as agreed with Govt	The Options will set out a series of policies setting out the direction of travel in relation to Phase 3 Revision and the issues that need to be taken on board and the views that need to be sought for Public Consultation.	HOP WMRA
18b.3	Phase 3 £183,000	Phase 3 Options – Technical Work to support the development of the Options; Environmental element <ul style="list-style-type: none"> • Minerals Policy Review • Green Belt Policy • Energy Policy Review (see WS27) • Overarching Environmental policy Other; <ul style="list-style-type: none"> • RTAB contribution to Environment Agency • PPS 9 Regional RSS biodiversity targets to 2026 • Carbon Trajectories 	Tender processes underway. Q1☺ Technical work commenced. Q2&3 ☺ Technical Work to be completed. Q3&4 ☺	To ensure a robust evidence base to support the development of the Phase 3 Options.	Strategic Advisers WMRA
18b.4		Assessment of Option Policies <ul style="list-style-type: none"> • Sustainability Appraisal of Options (see WS 27) • Rural proofing (see WS35) • Habitat Regulation Assessment 	SA/SEA scoping report. Q3 ☺ SA/SEA and Rural Proofing of Phase 3 Options Policies completed. Q4 HRA Scoping report completed. Q3 HRA of Phase 3 Options Policies completed Q4	Integrated process to ensure the test of soundness and that emerging policies for consultation adequately reflect sustainability and rural issues.	Strategic Adviser Env WMRA
18b.5		Phase 3 Communication Activity To ensure stakeholder activity and engagement in the Phase 3 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
18.c		<u>RSS Revision 2009/10</u> 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 Regional Planning Partnership Q3 (depends on date of Panel report)	Ensure the RPB is aware of the Panel's recommendations to the Secretary of State.	HOP WMRA

		<p>Analysis of Phase Two Proposed Changes and preparation of RPB response</p> <p>Publication of Phase Three Options</p> <p>Analysis of Phase Three Options consultation responses to inform preparation of Preferred Option</p> <p>Development of Phase Three Preferred Option including activities to ensure stakeholder involvement</p> <p>Preparation of Phase Three Draft RSS Revision for submission to Secretary of State</p>	<p>RPB response to Proposed Changes submitted to Secretary of State Q4 (<i>depends on SofS</i>)</p> <p>For public consultation in Q1/Q2 (see 18.b.2)</p> <p>Phase Three Options consultation summary report published Q3 (<i>depends on GO-WM & AWM</i>)</p> <p>Events or publications that facilitate stakeholder engagement in the development of Preferred Option Q3 (<i>depends on GO-WM & AWM</i>)</p> <p>Phase Three Draft RSS Revision submitted to Secretary of State. (<i>depends on GO-WM & AWM but likely to be Q4</i>)</p>	<p>Ensure that the RPB's views on the Proposed Changes are presented to the Secretary of State.</p> <p>Publication of document for consultation</p> <p>Ensure that views of regional stakeholders are taken into account in developing the Preferred Option</p> <p>Ensure continuing involvement of regional stakeholders in development of Preferred Option</p> <p>Present the Region's proposals for new/revised RSS policy to the Secretary of State.</p>	HOP WMRA
<p>NOTE: Dates for achieving the 2009-10 milestones at 18.c cannot be set at present because;</p> <ul style="list-style-type: none"> ▪ WMRA awaiting report of consultants who have undertaken GOWM study. <i>This intervention of Govt has significantly delayed work and added to costs.</i> ▪ Phase Two EiP date has <i>been set for start in April 2009 – a delay of 9 months</i> ▪ Implications for Phase Three timetable are <i>being resolved, in the light of this RSS 2 delay with GOWM and AWM.</i> <p>Once these activities have been completed in 2008-09 (either Q1 or Q2) then target dates for achieving the KPIs in 18.c can be set and GOWM will be informed accordingly.</p>					
20.1	£15,000	Support to ensure stakeholder engagement via RAWM/ WMBC in Assembly work especially the RSS	Stakeholders engaged in WMRSS, evidenced by 6 monthly monitoring reports. Q3 & Q1	Participation and influence of Assembly's activities and voice by all stakeholders	CEO 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	£19,500	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	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

TRANSPORT (Work strand 22)

Strategic Objective: Implement the Regional Transport Strategy component of the WMRSS, in line with Government guidance, and agreed time-tables.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
22.1	£42,500	Support WMRSS Revision Phases One, Two, Three	Policy Lead Progress Revised policies in WMRSS. Q4 😊	Behavioural and cultural changes that support the WMRSS	Strategic Adviser Transport with Staffs CC
22.2		Robust, effective, efficient and easy to understand system to promote and monitor the delivery of Regional Transport Priorities (Regional Funding Allocations/ Transport Delivery Plan)	Revised Regional Transport Priorities programme. Q4 😊	Strategic transport measures that demonstrate value for money and support behavioural / cultural changes, productivity and sustainability.	SA Transport WMRA

22.3		Interface and converge the RTS with other strategic policies	Quarterly report as required to identify the RTS input to strategic consultations programmes. Q1/2/3/4 😊😐	RTS objectives met and policies delivered	SA Transport WMRA
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HOUSING (Work Strand 25)

Strategic Objective: Support Phases 2 and 3 of the WMRSS Revision and prepare for a Partial Revision to the Regional Housing Strategy

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
25.1	CLG £25,000	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 continue dialogue with GOWM in relation to the accommodation of any additional growth required, as directed by Government and the extended consultation currently until 30 th June 2008 and any subsequent knock on effects to the programme.	Policy Lead Progress Reports. Q3&1	Secretary of State confirms outcome of RSS Phase Two revision That the housing numbers are delivered in locations which are able to absorb growth in a sustainable manner	Strategic Adviser Housing with Staffs CC
25.2		Support Phase Three of the WMRSS Revision process	Commission consultant to draft a Regional overview of the outcomes from the sub-regional Gypsy and Traveller Accommodation Assessments (GTAAAs) and provide expert advice on the overall review of existing WMRSS G&T policies. Q4	Supporting the RPB in the preparation of Gypsy and Traveller options and preferred option for RSS Phase Three New WMRSS G&T Policies which meet the needs of both the travelling and settled communities	Q4 into 2009/10 SA Housing WMRA
25.3	Partners £67,987 For 2 yrs	Administration of the Gypsy and Traveller Site Grant Programme (G&TSGP)	RHE to receive bids submitted to G&TSGP and provide a Regional evaluation / recommendation to Ministers. Q4	Investment aimed to address shortfall in supply of pitches and improvement in the quality of existing pitches	SA 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	To provide Regional Housing Executive (RHE) with clarity on performance /delivery of targets of local authorities and RSLs against RHS and WMRSS policies	SA Housing WMRA
25.5		Direct and co-ordinate the work of the four sub-regional Housing Market Area Partnerships to implement the Regional Housing Strategy (RHS)	To support the sub-regional Partnerships in their commissioning and completion of their Strategic Housing Market Assessments and provide a steer to the development of their sub-regional Housing strategy; and ensure closer working between housing and planning. Q4	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.	SA Housing WMRA
25.6	Partners £450,000 For 3 yrs Partners £136,000 For 2 yrs	Housing Research Programme Research and Monitoring Advisor to be appointed	To commission new research to enable a partial Revision of RHS to be undertaken and commission research to update the data which currently exists as part of the RHS 2005 evidence base. Q4 A scoping report on climate change issues for existing stock will be a key element of the research programme. Q2 😊	To complete preparations for a partial Revision to RHS and continuously improve the evidence base supporting the RHS and the WMRSS, to ensure a sound basis for housing investment decisions	SA Housing WMRA
25.7		To continue a good working relationship with the Housing Corporation with a view to it becoming the new Homes and Communities Agency (HCA) To continue a good working relationships with the National Housing and Planning Advisory Unit (NHPAU). To strengthen the existing working relationship with Advantage West Midlands (RDA)	Contribute to Government consultations, policy forums and transitional working arrangements as required. Q1/2/3/4 😊😊	To influence the re-organisation of Regional structures and future development of Regional Housing policy and to support delivery of the National Affordable Housing Programme	SA Housing WMRA

25.8		Single Integrated Regional Strategy (SIRS)	Provide input to the Housing content of the SIRS. Q4	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	Strategic Adv Housing subject to CLG consultation processes WMRA
25.9		Expansion of the Kickstart Programme	Encourage local authority sign up to the Kickstart Partnership to ensure regional roll out of the Programme and its range of services, particularly the model for equity loan / home improvement release. Q4	Agreed roll out by sub-regional housing market area, subject to ministerial approval of the Regional Housing Pot	Strategic Adviser support to Kickstart Partnership

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	£43,500	Development of policy and technical work into WMRSS Phase Three	Policy Lead Progress Reports. Q3&1 See 18.b.3	Preparation of evidence base to support development of WMRSS options.	Strategic Adviser with Solihull and Staffs CC
26.2		Development of statements and technical work into preparation for WMRSS Phase Two EiP	Statements to be completed Q3. Now Q4 ☺	Regional Waste Strategy within the WMRSS. Cross cutting policy on climate change and sustainable communities in WMRSS.	SA Environment WMRA
26.3		Work with regional agencies NE, EA, EH ,FC etc to secure mutual and shared benefits.	<ul style="list-style-type: none"> Develop Regional Historic Environment Strategy. Q4 ☺ Complete Landscapes for Living project work (statutory areas in the WMRSS for enhancement; RA is working with Natural England to promote and develop with local authorities and other partners) and carry into other areas. Q2☺ Now Q3 	<p>Improved Protection and enhancement of the historic environment</p> <p>Integrated approach to biodiversity enhancement</p>	<p>Various partners, dates yet to be agreed</p> <p>SA Environment WMRA/Partners</p>

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	£20,000	Sustainability Appraisal (SA) of WMRSS Phase Three Revision	SA Scoping report completed Q2 ☺ Work commenced on SA of Phase Three Revision Options. Q4	Fulfil mandatory requirement for WMRSS under Section 39(2) Planning & Compulsory Purchase Act 2004	Policy officer Sustainable Development WMRA
27.2		Technical work to ensure implementation of Planning Policy Statement on Climate Change	Carbon trajectories report for new development. Q2 <i>Now Q3 to take account of GOWM Housing Study</i>	Reducing Co2 emissions from new developments in line with PPS1	Policy officer SD WMRA
27.3		Technical work to support WMRSS Phase Three Revisions	Commence development of Criteria-based policies for renewable energy resources. Q1 ☺ Progress report on criteria based policies. Q3 ☹	Reducing Co2 emissions from new developments in line with PPS22	Policy officer SD WMRA
27.4		Contributing actions to the Delivery of the Regional Climate Change Action Plan	Commence a Scoping report on transport policy interventions and climate change. Q3 ☹ Complete scoping report on climate change and existing building stock. Q4 ☹	Fulfil commitments of WMRA in Regional Climate Change Action Plan	Policy Officer SD WMRA
27.5		(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) Review RSDF and promote and its use in development and review of all regional strategies	Monitoring Report provided by SWM. Q2 Now Q3 Update RSDF in line with "Securing the Region's Futures". Q2 ☹ Delayed to Q4 to take account of SNR	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 CENTRES (Work Strand 28)

Strategic Objective: Support Phases One, Two and Three of the WMRSS Revision and ensure that the revision process, use of evidence and development of policies is aligned with implementation of the WMES and development of the SIRS.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Who
28.1	£39,000	Work with AWM to shape the development of the Single Integrated Regional Strategy and its evidence base.	Policy Lead Progress Report. Q3&1 Productive engagement between the two organisations which results in added value for the region within the SNR framework. Q4	An SIRS process which reflects the government's SNR requirements but maintains the WMRA principles for development.	Policy Director with Bham WMRA/AWM and key partners.
28.2		Continue to support the Regional Economic Development Officers Group as a hub for engagement on regional economic development strategy and implementation initiatives.	A group which is actively engaged and consulted as a mechanism for gaining input into regional strategy and delivery mechanism development. Q4	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 the new economic development duty responsibilities for local authorities. and the local/sub regional economic assessments required as part of SNR.	Meaningful engagement for WMRA partners in the development of the process for economic development devolution and the development of sub regional/ local economic assessments. Q4	Economic Development devolved to local authorities with adequate capacity from the RDA. Standardised Local / Sub regional economic assessments undertaken by local authorities.	WMRA/Local Authorities / key partners

Work Strands - Scrutiny & Strategic Review

SCRUTINY AND STRATEGIC REVIEW (Work Strand 30) – showing carried forward activities from 2007/8 plus new

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 undertake effective scrutiny reviews – Mitigation; Influencing DCLG to ensure adequate resources to support scrutiny in year 2. Working with partners to explore possible funding options for regional scrutiny arrangements post 2010.

[30.1] Lack of engagement by Advantage West Midlands – Mitigation; Work with officers to emphasise the benefits to the Agency of the continuation of well respected scrutiny process.

[30.1/2/3] Lack of involvement by regional and sub regional partners – Mitigation; Work with partners to emphasise that scrutiny and strategic review continues to be a valuable function that will influence the development of the SIRS.

Task	INPUT £	Process	Outputs (KPI)	Outcome	Who
30.1	£20,000	Scrutiny Reviews - AWM and economic performance <ul style="list-style-type: none"> ▪ Support for skills agenda ▪ Business Link West Midlands <ul style="list-style-type: none"> ▪ Marketing the Region 	Completion of 2 Reviews - Final reports in Q2 ☹️ Support for skills commenced but completion date now Q3 due to lack of availability of panel members ☹️ - Support for Skills suspended due to DBERR instruction not to share evaluation data and Q4 😊 Scoping of Marketing the Region Q4	<ul style="list-style-type: none"> ▪ Improved understanding of AWM role in review area ▪ Clarification of issues ▪ Improved effectiveness of AWM intervention in areas of failure 	Regional Scrutiny Manager
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		Strategic Review Activity <ul style="list-style-type: none"> ▪ Approach to Post 16 education, training and skills ▪ Transport 	Completion of 2 reviews - Final reports Q1 😊 and Q3 😊	<ul style="list-style-type: none"> ▪ Improved understanding of Regional Partner roles ▪ Improved regional working 	Regional Scrutiny Manager

30.4		ERN Regional Accountability Group Assembly Scrutiny Officers meetings	4 meetings Q1 /2 😊 /3/4 4 meetings Q1 /2 😊 /3/4	Shared good practice Developing positions re proposed new accountability arrangements	Regional Scrutiny Manager with Assemblies and partners
30.5		New Accountability Arrangements <ul style="list-style-type: none"> Development of post 2010 regional structures Developing links with sub regional, local and national structures 	A robust accountability structure that meets the region's needs: Identification of Option Q2 Agreement of protocol and working arrangements Q4 😞 Delayed to ensure scrutiny arrangements developed as part of wider governance arrangements Sharing information: Identify common issues Q4 Development of complimentary processes Q4 Involvement of O&S Network in identifying and developing new arrangements Q2/4 😊	Effective and challenging arrangements that build on past experiences and have regional buy in Supportive outcomes from activities at all levels Understanding of needs and processes at different levels	Regional Scrutiny Manager with WMRA and partners WMRA/Scrutiny bodies

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	Partner Funds £28,900	Agree the Regional Health and Wellbeing action plan to take forward the Regional Health and Wellbeing Strategy	Action plan agreed and signed up to by partners. Q4 😊	Agreed Regional Health and Wellbeing action plan and actions initiated as set out in the Action Plan	Policy Officer Health
31.2		Support Regional Health Partnership meetings and future integration of health under the SNR	Meetings held and work plans advanced as required 😊😊	Targets met as per agreed action plan	POH

31.3		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 😊😊	Project outcomes and outputs agreed with the Big Lottery are met	POH
31.4		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. Q4 😊	Gateway Reviews/ Annual report	POH

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	£10,000	Implement new governance arrangements for European working to support key priorities of the European Strategy.	New governance arrangements in place. Q2 😊 Reports of working groups progress to European Strategy Board. Q4	Four priority groups working to Strategic European officers group to deliver the European strategy	Strategic Adviser Europe WMRA/AWM
32.2		Further develop EU Connects to facilitate transnational working– to include Life and Marie Curie programmes Ensure external funding for unit into 2013	Unit expanded and working to deliver project plan with future external funding secured. Q3	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. Q4	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
32.4		Work with LSC to deliver WM Co-financing Action Plan (funded via ESDF funds)	ESF Co financing manager in post Q1 😊 Projects beginning to deliver outputs Q4	Significant WMLGA influence over £200m programme	SA Europe WMRA

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	£5,000	<p>Develop and oversee the implementation of the 2008/09 Action Plan for the Equality & Diversity Partnership, with particular reference to community cohesion</p> <p>NB: This will include reviewing the work of the Equality & Diversity Partnership and developing future options in the light of SNR, the commencement of the regional EHRC and the end of funding in December 2008 for the Director post.</p>	<p>Action Plan for 2008/09 Q1 ☺</p> <p>Regional Leaders' Summit Q4 ☺</p> <p><i>All tasks are continuous, in that targets have been met at various stages, will continue to be met on-time as new target dates arise.</i></p>	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) presence for the West Midlands and work towards the Equality & Diversity Partnership becoming an Advisory Body for the regional EHRC.	Advice and support provided to EHRC as and when required. The work of EHRC and the Partnership continue to be planned and delivered in a compatible fashion Q4	A regional EHRC presence meeting needs of stakeholders across the various "equality" strands and 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/RSS/RHS, Scrutiny Reviews	Reports on the findings for submission to WMRA ☺	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.	<p>Provide WMRA input into relevant national & EU agendas as required ☺</p> <p>European Social Cohesion Group set-up. ☺</p>	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	£5,000	Support the preparation of new Regional Cultural Strategy (☒) (inc tourism) and subsequent action planning <i>Note: Culture WM will be wound up April 09 so they will not produce a new Regional Cultural Strategy - however the Cultural technical work underpinning the RSS Revision will support any future development of a new strategy and assist integration within the new SIRS.</i>	Cross-cutting technical work in progress to assist preliminary scoping. Q2 😊😊 Co-ordinated cross-sectoral working between local & sub-regional partnerships & regional agencies at a strategic level. Q4	Range of cross-sectoral and policy links reflected in Strategy development.	Policy Officer Culture Culture West Midlands (CWM)
34a.2		Maximise opportunities from the London 2012 Olympic Games and Paralympic Games	WM Regional Structures for the 2012 Games e.g. WM Leadership Group supported with WMRA input. Q4	A region capitalising on opportunities from the 2012 Games with well-developed legacy plans.	CWM
34a.3		Support policy leads on Phase Three of the WMRSS Revision by ensuring input from the cultural sector	Cultural issues and opportunities reflected fully in both phases of WMRSS Revision and subsequent WMRSS implementation. Q4	WMRSS that helps make the WM a special place; contributing to prosperity and health for all	See WS18 WMRA/CWM/ Sport England WM & others

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	£2,000	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		Review of Regional Skills Partnership Board	Review completed. Q3	Fit for purpose Regional Skills Partnership	HLGP WMRA/RSP
34b.3		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. Q4	Integration between WMRSS and WMRES on regional skills issues	WMRA / AWM

34b.4		Engagement in the revision 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/A WM/LSC
34b.5		Facilitate the engagement of local authority children's services departments in RSP	More co-ordinated local authority involvement in the Regional Skills Agenda. Q4	Better co-ordination between education, learning and skills	WMRA/ WMLGA
34b.6		Government led changes to 14-19 arrangements	Effective preparation for changes to skills delivery arrangements. Q4	Smoother transition to new arrangements and better delivery.	WMRA/WMLG A/LAs/LSC/Ao C/RSP
34b.7		Ensure the approach taken to rural skills is broader than the traditional land based industries	More appropriate programmes and qualifications for rural areas. Q4	Skills support in rural areas meets the needs of individuals and communities.	WMRA/LSC/L ANTRA
		Scrutiny Review of skills (see Strand 30 – Scrutiny)	(see Strand 30 – Scrutiny)	(see Strand 30 – Scrutiny)	(see Strand 30 – Scrutiny)
		Strategic Review of Post 16 education and learning. (see Strand 30 – Scrutiny)	(see Strand 30 – Scrutiny)	(see Strand 30 – Scrutiny)	(see Strand 30 – Scrutiny)

RURAL (Work Strand 35)

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

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
35.1	£5,000	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		Implementing successor arrangements for Rural Accord Group	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	FRAM With 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	Partner funds £87,000	Lead the development and implementation of the West Midlands Regional Forestry Framework (WMRFF)	Preparation of the rolling action plan 2008-2011 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 2007-2008. 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

2008 Risk Register – Reviewed for Q2 2008-09

The Assembly has reviewed its risk analysis for all work strands and changing risk is shown in blue.

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	X			X			9	Short	Work closely with AWM to manage recruitment/retention issues. Ring fence internal opportunities. AWM provide early notice of new posts to Assembly staff.
Training 11.1	Insufficient training budget to support staff affected by transition arrangements	X				X		6	Short	Combined WMLGA/WMRA training budget and corporate training plan to focus on priorities. Seek financial contribution from AWM as appropriate.
13.1	Impact on staff (10.1) partners (13.2) and financial ability to deal with the cost implications	X			X			9	Short/ Medium	Work with AWM to minimise impact on staff and ensure good practice in HR management and legal compliance. Work through ERN to secure early advice/commitment from CLG in respect of redundancy, wind-up costs, etc. Influence the transition process to ensure continued partnership approach to the single IRS and local government leadership.
13.2	Transfer of leadership role to RDA may impact on sign up to concordat		X		X			6	Medium	Review of concordat to try to 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		4	Medium	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			6	Medium	Build up current levels of engagement with Regional Media
14.3	FOI – not responded to within timescales			X	X			3	Medium	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 deliver defined outputs due to lack of funds	X			X			9	Short/ Medium	Develop detailed work and resource plan and regular review progress and priorities. Draw on existing work and partnership structures to deliver the outputs.
15.2	Failure to secure involvement of senior regional stakeholders in the Implementation Panel		X			X		4	Medium	Build on existing partnership arrangements and contacts with key agencies and partners which have proven effective.
15.3	Insufficient funds to take forward development of the implementation plan	X			X			9	Short/ Medium	Further utilise the wholly partnership-based approach employed for the previous work.
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 and change of key personnel	X	X		X	X		4 19	Short	Detailed planning and prioritisation of the elements of this work stream. Regular review of timetable and priorities in the light of available resources. Changes in key SLA personnel in December 08 may impact in short term
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.
Conformity 17.1	RPB unable to attend Public Examinations and Inquiries to assist Planning Inspectorate and defend the WMRSS.	X				X		6	Medium	Attendance at Public Examinations/Inquiries can be controlled by giving well considered advice and engaging in front loading of Documents so that issues are minimised in advance. Conformity advice is clear, comprehensive and consistent and written in such a way as to serve as written reps to Public Examinations.
RSS Revision 18a.1	Failure to develop and submit response on the Government's further study within the timetable.			X		X		4 16	Short Medium	Detailed project work plan has now been prepared with key milestones leading up to the EiP and monitor its implementation. To hold regular officer meetings to develop a response and monitor progress. (reason for change: major problems with EiP timetable & process because of Govt intervention)
18a.2	Failure to prepare RPB representations to the EiP Panel on time.			X	X			3 16	Medium	Detailed project work plan has now been prepared with key milestones leading up to the EiP and monitor its implementation. To hold regular officer meetings to develop a response and monitor progress. (reason for change: major problems with EiP timetable & process because of Govt intervention)

Work Strand	Description of Risk	Likelihood x Impact						Risk Value	Timescale	Control and Mitigation (Current and future actions)
18a.3	Insufficient resources to undertake technical work and obtain consultancy input required to support the representations for the EiP.	X			X			9	Short	Effectively use funding resources and prioritise technical work required to support the representations and draw upon partner organisations to provide.
18b.1	Failure to publish Project Plan within agreed timescale.			X	X			3	Short	Detailed project work plan has now been prepared with key milestones leading up to the publication of the Project Plan and monitor its implementation. To hold regular officer meetings to develop a response and monitor progress.
18b.2	Failure to develop and publish the Phase 3 Options within the agreed timescale due to pressure arising from Phase 2.		X		X			6	Medium	Detailed project work plan has now been prepared with key milestones leading up to the publication of the Options and monitor its implementation. To hold regular officer meetings to develop a response and monitor progress. To review the timetable in the light of progress of Phase 2.
18b.3	Insufficient resources to undertake technical work required to underpin the development of Options	X			X			9	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	Failure to integrate the SA/SEA/HRA/Rural Proofing into the development of Options.			X	X			3 16	Short/ Medium	Scoping study and draft project plan to be developed to ensure Phase Three process reflects aspirations. Outcome will inform and prioritise technical work required and timeframe for undertaking SA. Secure partner support & funding.
18b.5	Lack of stakeholder involvement due to resource and/or time constraints		X		X			6 19	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.
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.

Work Strand	Description of Risk	Likelihood x Impact						Risk Value	Timescale	Control and Mitigation (Current and future actions)
				X	X					
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		X			X		4	Medium	Continue to secure support for engagement via a service level agreement, within the reduced funding provision. Peer pressure from Concordat partners.
Transport 22.2	Failure to get buy-in to Regional Transport Priorities		X		X			6	Medium	Engagement with Regional stakeholders (via RTP) in open, transparent and inclusive process.
22.3	Limited impact of RTS' integration with other strategies, policies and programmes.		X			X		4	Medium	Encourage partner organisations to take 'ownership' of the RTS to ensure that the RTS influences where appropriate (including National Policy, RES, LDFs, LTPs, Planning Applications).
Housing 25.1	Insufficient affordable housing being delivered. Delays to RSS Ph. 2		X		X			6	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
25.4	Failure to deliver Regional Housing Allocations Strategy 2008/2011			X	X			3	Short	Early work with partners and Housing Corporation / seek advice from DCLG & GOWM at earliest opportunity.
			X		X			16	Short-Medium	Work with the Housing Corporation and through the sub-regional HMAPs, increase the capacity/delivery in rural areas (e.g. South and West Housing Market Areas).
25.7	Lack of Support from partner organisations, GOWM, HC, EP, AWM		x		X			6	Short	Ensure partner colleagues are 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
25.6	Insufficient resource and capacity with HMAs to complete SMHAs.		X			X		4	Medium	Work with Government Office to ensure brief for work is realistic in view of available resource.
				X		X		12	Short	Continue to provide support to the sub-regional HMAs - sub-regional SHMAs now nearing completion
25.8	Lack of support from sub-regional HMAs and partners due to uncertainties posed by SNR		x		x			6	Short / medium	Work with CLG, GOWM, AWM, HC and EP to provide a consistent message to partners regarding the importance of sub-regional working
25.9	Lack of expansion of Kick Start Partnership			X	X			3	Short / medium	Work with Kick Start Partnership to promote the Programme to all local authorities in the Region to ensure take up
			X		X			16	Short/ Medium	Develop closer working relationship with the Kick Start Partnership and in particular focus upon influencing its activities in relation to the Partnership's expansion (i.e. attend KSP Executive Board meetings).

Work Strand	Description of Risk	Likelihood x Impact						Risk Value	Timescale	Control and Mitigation (Current and future actions)
Environm't 26.1	Insufficient capacity /funding to complete Ph 3 technical work			X			X	1	Medium	Develop strong partnerships, clear time-table and secure support from key players.
Sustainable Develop't 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.
27.2	Lack of resources to fulfil RPB requirement in PPS1			X			X	1	Short	Engagement with GOWM/DCLG to ensure sufficient funding levels and review budget together with priorities.
27.3	Lack of resources to fulfil RPB requirement in PPS22	X					X	6	Short	Engagement with GOWM/DCLG to ensure sufficient funding levels and review budget together with priorities.
27.4	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.
27.5a	Lack of funding to support SWM/regional SD champion resulting in loss of credibility to WMRA/SWM			X			X	2	Medium	Engagement with GOWM/DCLG to ensure sufficient funding levels and review budget together with priorities.
27.5b	Lack of resources to update & promote RSDF in line with Govt guidelines.		X				X	2	Short	Engagement with stakeholders to update and promote RSDF and review budget together with priorities.
Economic 28.1	Growth proposals not consistent with the WMRSS. WMRSS submitted preferred option does not sufficiently reflect the growth point's implications			X			X	6	Short	Ensure adequate engagement of partners in the development of growth points and engagement in the WMRSS Revision process.
28.2	RES and WMRSS policies relating to economic development and employment land do not align and support the urban and rural Renaissance Goals of WMRSS.			X	X			3	Short	Through ongoing interaction at members and officer level ensure that the RES review and WMRSS Revision develop in a mutually supportive way. WMRSS/RES Working Group and WMRSS Strategic Management Steering Group in place to identify problems and solutions.
Legal 29	No budget for legal advice across statutory functions	X					X	6	Short	Would need to meet any unplanned cost from respective work strand budget allocation.

Work Strand	Description of Risk	Likelihood x Impact						Risk Value	Timescale	Control and Mitigation (Current and future actions)
Scrutiny 30.1	Lack of resources to undertake effective scrutiny reviews	X			X			9	Short and Medium	Influencing DCLG to ensure adequate resources to support scrutiny in year 2. Working with partners to explore possible funding options for regional scrutiny arrangements post 2010.
30.1	Lack of engagement by Advantage West Midlands	X			X			9	Medium	Work with officers to emphasise the benefits to the Agency of the continuation of well respected scrutiny process
30.1 30.3	Lack of involvement by regional and sub regional partners	X			X			9	Medium	Work with partners to emphasise that scrutiny and strategic review continues to be a valuable function that will influence the development of the SIRS
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	Short	Use of networks and communication links to encourage response to the consultation process. Pro-actively market consultation events
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	Stage 2 Big Lottery Fund bid unsuccessful		X				X	2	Short	Continue to engage with project leads to encourage applications for other funding streams
31.5	Lack of funding for monitoring work		X		X			6	Long	Keep monitoring requirements at a realistic level. Seek additional avenues of funding and review budget together with priorities.
Europe 32.1	Grant funding expires and no further funding available to sustain EU Connects project			X	X			3	Short	Ensure successful project delivery and demonstrate added value to secure alternative funding to sustain project
32.2	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.
32.3	Failure to influence cofinancing programme to significant degree		X		X			6	Medium	Ensure robust systems to involve the Local Authority sector at key stages. Ensure 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.

Work Strand	Description of Risk	Likelihood x Impact					Risk Value	Timescale	Control and Mitigation (Current and future actions)
33.2	Regional CEHR presence could be ineffective and not meet the needs of employers and employees. Negative impact on social and community cohesion as well as regional economy. CEHR unable to respond effectively as UK spokes-organisation – could have negative affect on UK Govt	X				X	6	Medium	Continue to work with national and regional stakeholders to try to ensure that there is support for both employers and employees. Continue to work with GOWM/DCLG to ensure that the region and related aspects or issues are represented.
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	Lack of ownership and involvement in new Regional Cultural Strategy.		X			X	4	Short	Continue to engage with regional partners and make linkages between sectors and policy areas. Note: Culture WM no longer producing a new Regional Cultural Strategy but the Cultural technical work underpinning the RSS Revision will support any future development of a new strategy and assist integration within the new SIRS. Also note that Culture West Midlands are being wound up in early 2009. Close working with the key cultural agencies who will take over strategic cultural working will be crucial.
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. Note: Culture West Midlands are being wound up in early 2009. As they are the lead this may lead to a hiatus in current levels of activity.
34a.3	WMRSS does not properly reflect and integrate cultural issues.		X			X	4	Medium	Support the cultural sector's involvement in WMRSS Phase Two & Three Revisions.
Skills 34b.2	Regional skills priorities fail to reflect and address needs of regional strategies esp 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.
Work Strand	Description of Risk	Likelihood x Impact				Risk Value	Timescale	Control and Mitigation (Current and future actions)		
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.

WMRA Business Plan 2008-09 Financial Table – Quarter 2 Activity Report

The table below provides detail of actual expenditure for the second quarter (July-September) set against the original budget and bid profile. It also shows the CLG activity and other funded activity separately, including an explanation of variances related to CLG funding.

INCOME	WS	Budget	CLG Funds	Others	Actual total Q1	Profile Q2 July-Sept	Q2 CLG Actual	Q2 Other Actual	Q2 Total Actual	CLG Variation	Total All Q1 & Q2
CLG Assembly Funding	1	2,348,829	2,348,829		617,735	456,885	456,885		456,885	0	1,074,620
CLG Contingency	2	0	0		10,208		0		0	0	10,208
Partners Support RHE [WS25]	3	284,000		284,000	211,237		0		0	0	211,237
LSC Support for Scrutiny	4	0			18,576		0		0	0	18,576
Forestry/Rural Partners [WS37]	5	85,000		85,000	88,504		0		0	0	88,504
Department of Health [WS31]	6	28,900		28,900	20,740		0		0	0	20,740
English Regions Network	7	0			5,000		0		0	0	5,000
Other RA Activities [WS38]	8				95,586			12,166	12,166	0	107,752
RA Projects; EUC/LWWM [WS39]	9				691,151			565,554	565,554	0	1,256,705
Total		2,746,729	2,348,829	397,900	1,758,737	456,885	456,885	577,720	1,034,605	0	2,793,342
EXPENDITURE											
Corporate											
Staffing	10	1,397,551	1,397,551		319,913	349,415	299,614		299,614	-49,801	619,527
Staff Training (CPD)	11	10,000	10,000		10,000		1,750		1,750	1,750	11,750
Operational	13	137,778	137,778		53,675	30,820	39,190		39,190	8,370	92,865
Communications	14	9,000	9,000		4,363	2,000	730		730	-1,270	5,093
<i>Sub Total</i>		<i>1,554,329</i>	<i>1,554,329</i>	<i>0</i>	<i>387,951</i>	<i>382,235</i>	<i>341,284</i>	<i>0</i>	<i>341,284</i>	<i>-40,951</i>	<i>729,235</i>
Planning, Housing & Transport											
Implementation	15	25,000	25,000		540	7,500	0		0	-7,500	540
Monitoring	16	215,000	215,000		85,888	18,000	66,549		66,549	48,549	152,437
Conformity	17	20,000	20,000		9,000	0	0		0	0	9,000
RSS Revision Phase Two	18a	100,000	100,000		0	30,000	4,411		4,411	-25,589	4,411
RSS Revision Phase Three	18b	183,000	183,000		0	5,000	10,419		10,419	5,419	10,419
Urban & Rural Renaissance	19	19,500	19,500		9,750	0	0		0	0	9,750
Increase Partnering/Participation	20	15,000	15,000		7,500	0	0		0	0	7,500
Transport	22	42,500	42,500		9,750	0	0		0	0	9,750
Housing	25	309,000	25,000	284,000	14,870	21,000	479	6,081	6,560	0	21,430
Environment	26	43,500	43,500		21,858	0	-108		-108	-108	21,750
Sustainable Development	27	20,000	20,000		2,500	5,000	0		0	-5,000	2,500
Economy	28	39,000	39,000		19,500	0	0		0	0	19,500
Legal Expenses	29	0	0		0	0	0		0	0	0
<i>Sub Total</i>		<i>1,031,500</i>	<i>747,500</i>	<i>284,000</i>	<i>181,156</i>	<i>86,500</i>	<i>81,750</i>	<i>6,081</i>	<i>87,831</i>	<i>15,771</i>	<i>268,987</i>
Strategic Review	30	20,000	20,000		4,684	5,150	3,955		3,955	-1,195	8,639
Policy Integration & Development											
Health	31	28,900		28,900	5,440	7,225		7,737	7,737	0	13,177
Europe & International Policy	32	10,000	10,000		1,622	2,000	4,801		4,801	2,801	6,423
Social Inclusion	33	5,000	5,000		929	2,000	2,906		2,906	906	3,835
Culture & Skills	34	7,000	7,000		5,000	0	0		0	0	5,000
Rural	35	5,000	5,000		0	0	0		0	0	0
<i>Sub Total</i>		<i>55,900</i>	<i>27,000</i>	<i>28,900</i>	<i>12,992</i>	<i>11,225</i>	<i>7,707</i>	<i>7,737</i>	<i>15,444</i>	<i>3,707</i>	<i>28,435</i>

Other Activities	WS	Budget	CLG Funds	Others	Actual total Q1	Profile Q2 July-Sept	Q2 CLG Actual	Q2 Other Actual	Q2 Total Actual	CLG Variation	Total All Q1 & Q2
Forestry	37	85,000		85,000	14,087	15,000		14,204	14,204		28,291
Other RA Activities	38				49,693	0		19,667	19,667		69,360
RA managed Projects (LW/EU)	39				475,701	0		677,348	677,348		1,153,049
<i>Sub Total</i>		<i>85,000</i>	<i>0</i>	<i>85,000</i>	<i>539,481</i>	<i>15,000</i>	<i>0</i>	<i>711,219</i>	<i>711,219</i>	<i>0</i>	<i>1,250,700</i>
Total		2,746,729	2,348,829	397,900	1,126,263	500,110	434,695	725,037	1,159,732	-22,669	2,285,996

Explanation of Variances at Q2

Income:

WS8 Bank interest received for the first six months not in budget.

WS9 This is non budgeted activity for EU Connects and Living Well West Midlands; both funded projects managed via the Assembly.

Expenditure:

WS10 At the end of quarter 2 we have already begun to identify potential savings in the staffing budget due to significant lagging on posts and a decision not to fill a couple of policy posts that have become vacant. It is intended to divert these savings to an EiP budget that will need to be significant to effectively support the Examination in Public, particularly as there will be more significant budget pressures next year.

WS11 The additional amount is in respect of VAT on the training budget.

WS13 The operational under-spend at Q1 was due to a late invoice for insurance which is now included in the Q2 figure.

WS14 Whilst the communications expenditure is lower than anticipated it is expected to utilise the budget over the full year.

WS15 The delayed timetable is driving activity around implementation into the latter half of the year, pushing expenditure back accordingly.

WS16 A significant cost profiled for Q3 was received early in Q2.

WS18a Due to the delayed timetable the technical work for EiP which was due to commence in Q2 is now slipping back to Q3 with the commissioning activity only beginning in Q2. this will of course also create a variance in Q3.

WS18b The Green Belt Baseline Review to support the Phase 3 Options has commenced earlier than expected.

WS25 The variance on Housing is in relation to partner funding and is a result of a delay in recruitment.

WS26 The negative figure shown reflects a transfer of cost from environment to operational.

WS27 The variance is due to a late invoice which is now expected in Q3.

WS30 Delays to the strategic review timetable is creating an under-spend at Q2 but overall the budget is expected to be fully utilised.

WS32 The cost of the European Strategy Board annual event came in at Q2 and not Q3 as estimated.

Overall in the period there was an under-spend of £22,190 of CLG funds, representing a variance of around 4.8%.

Examination in Public Budget

The RSS EiP is scheduled to take place April to July 2009 and the Assembly needs to establish a significant budget to meet all related costs that could include; training, preparatory work, additional resource, meeting room hire, legal advice, expert witnesses, etc. CLG agreed a contingency carry forward of £10,208 in 07-08 for this purpose, but we will need to identify additional funds to meet all related costs, to bolster this contingency budget for 2009-10.

The Assembly will therefore be reviewing the budgets in detail during Q3 to identify potential virements for EiP; to establish any potential delays to activity that will impact on available funding and to determine any revisions to the budget overall in the year.