

West Midlands Regional Assembly Business Plan 2008-09

Year End Progress Report April 2008-March 2009

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17th April 2009

Business Plan Progress Report

Final Progress Report

The last twelve months has been shaped by the twin needs to deliver our business plan priorities and to plan ahead for the post March 2010 regional governance arrangements. During this period and unforeseen by most of us twelve months ago, we had to ensure that we were able to respond rapidly to the growing severity of the economic downturn, which has had a more severe impact on the West Midlands than any other region.

The Government published its consultation document on the implementation of the Sub National Review of Economic Development and Regeneration on 31 March - just as the new financial year was starting. The Assembly worked hard with its regional partners to prepare a joint response by the summer deadline, underlining the West Midlands' commitment to partnership working. Much of our submission was accepted by the Government and incorporated into the Local Democracy, Economic Development and Construction Bill laid before Parliament in December. A shadow Joint Strategy and Investment Board has been established with Advantage West Midlands to prepare for the transition to the new Regional Strategy from the existing spatial and economic strategies. This shadow body signed-off the West Midlands' Regional Funding Advice to the regional Minister Ian Austin. The advice set out clear priorities for spending the £1 billion annual government funding for housing, economic development and transport in the region. It focussed on key projects of regional significance in twenty investment impact areas that could be commenced quickly and create jobs and economic activity in the recession. We sought, throughout our approach to emphasise the benefits of integration of housing, transport and economic development; and were clear about the strong emphasis that we now placed upon the deliverability of each individual project.

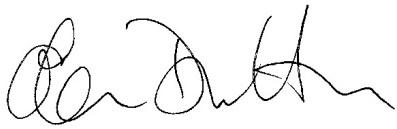
Consultation on the Regional Spatial Strategy Phase 2 Revision was extended to December to allow responses to be made in the light of the Government's commissioned study into higher housing growth options. This resulted in the Examination in Public being postponed until April 2009. The Assembly took this opportunity to commission additional technical research into the impact of the recession on the strategy and its deliverability. Concerns remain focussed not on housing numbers, but on the ability to deliver the urban renaissance to the region's major urban areas that are so sorely in need of economic, social and environmental renewal with the necessary importance that has to accompany this.

At the same time, we continued our preparations for the RSS Phase 3 Revision, working with partners to assemble a robust evidence base. This included work on the Government's priority of improving site provision for Gypsies and Travellers. The Assembly successfully administered the Gypsy and Traveller Site Grant Bidding round for 2009, gaining £3,470,521 from the Government for 37 refurbished pitches and 43 new pitches. To promote discussion and understanding of Gypsy and Traveller needs, a short DVD was produced in conjunction with 3 other Regional Assemblies. This was a winner in the Royal Town and Planning Institute's Annual Planning Awards for 2008, in the Equality and Diversity category.

I would also wish to take this opportunity to highlight the impact of HBOS pulling out of the private finance agreement for the Kick Start Programme due to the credit crunch; the programme will continue but the loss of private finance means it will be a smaller programme. I am aware that CLG is very supportive of the Kick Start Programme and have promoted it to other regions; and very much see equity loans based home improvements for the private sector as the way forward.

In order to respond quickly to the challenges posed by the Sub National Review and the economic recession, the Assembly's decision making processes were streamlined and re-focussed on the Assembly Board. A Local Authority Leaders Board has been established to begin the process of replacing the Assembly and the parallel WMLGA and has led the work of transition to the new arrangement.





I am very grateful that, despite these ongoing uncertainties, the Assembly's officers have remained focussed on the business plan priorities and have continued to deliver them to their usual professional standards.

A handwritten signature in black ink, appearing to read 'Olwen Dutton', written in a cursive style.

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.

Please Note:

Within the work strands symbols in black are the progress updates at Q1/Q2/Q3 and remain in the report for information. New information for Jan-March 2009 or amended details are shown in blue.

WMRA Business Plan 2008-09 Performance Management – Year End Exception Report

Tasks not going to happen ☠☠☠			
WS No		Activity	Remedial Action/Reason
15.1 Implementation		Development of a Communication and Partner Strategy/ preparation of refreshed brochures	Not now to be undertaken – inappropriate given the impending new regional partnership arrangements likely to be established following the implementation of the SNR
27.5 Sustainable Development		Review Regional Sustainability Development Framework (RSDF)	Originally delayed to take account of SNR. Review now unlikely to take place. Existing RSDF will be retained.
30.1 Scrutiny		Completion of scrutiny review of Advantage West Midlands Support for Skills and scoping of Marketing the Region Scrutiny review	Following publication of government response to SNR decision taken to cancel all scrutiny reviews post July 2009 due to unacceptable risk of lack of engagement
30.1 Scrutiny		Completion of scrutiny review – Business Links	Agreed that review should not be progressed due to the economic situation and the need for Advantage West Midlands and Business Link West Midlands to focus on providing support to businesses within the Region.
34.a1 Culture		Support the preparation of the new Regional Cultural Strategy (inc tourism) and subsequent action planning	Culture WM is being 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.

Task off target ☹️☹️☹️

WS No	Activity	Remedial Action/Reason
16.3 Monitoring	Harmonise the RES and RSS Monitoring frameworks post SNR	Work on this is ongoing and considerable inter-relationship between the monitoring frameworks of the RSS and RES has already been achieved. An issue regularly considered by Regional Monitoring Officers Group but delayed by the state of development of the Single Strategy itself. This work will carry forward into financial year 2009/2010.
25.8 Housing	The Voluntary Sector referred to under involvement with SIRS. Note the Regional Voluntary and Community Sector Housing Network is at risk of ending operations due to lack of support funding. Not in itself a WMRA/LGA issue but would adversely affect Regional dialogue and input from the Voluntary Sector.	Examine whether support to the Network and its activities can be arranged
25.9 Housing	Expansion of the Kickstart Programme . In March 2009 HBOS eventually decided not to provide private sector loan finance to support Government policy on equity loans for private sector home improvements. This loss of private finance from HBOS will impact on the planned level of programme going forward.	Seeking GOWM and Regional Minister support for possible Government intervention on the decision. Failing this, recognition that the programme will continue, with public sector funding, but on a smaller scale until private finance can be secured in the future. Work is continuing to support new local authority partners in joining the programme.
27.3 Sustainable Development	Criteria-based policies for renewable energy resources as input to RSS Phase 3 Revision.	Commenced and to report in Q2 2009/10 to input into RSS Phase 3 Preferred Option

30.5 Scrutiny		Development of post 2010 regional scrutiny structures	Delayed to ensure scrutiny arrangements are developed as part of wider governance arrangements Despite the view in the Govt. response to the SNR consultation that Regional Select Committees will provide adequate scrutiny at the regional level there is a clear appetite for LA led regional scrutiny. This will be developed further as part of the ongoing work on regional governance arrangements
31.1 Health		Agree the Regional Health and Wellbeing action plan to take forward the Regional Health and Wellbeing Strategy	Health Partnership has agreed to refocus the emerging Action Plan following limited sign-up to the draft. Many actions are underway to implement the Health and Wellbeing Strategy.

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
30.6 Scrutiny		Establishing links with and supporting the operation of the West Midlands Regional Select and Grand Committees	Approved by Chief Executive; parliamentary Committee Clerks have recognised existing regional scrutiny expertise

WMRA Business Plan 2008-09

Performance Management –Year End Progress Report to 31 March 2009

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	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 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 😊 Forum held 02.04.09 in Newtown, Powys	Better collaboration between partners and organisations that operate along and across the border between Central Wales and the West Midlands	WMRA, WAG and partners
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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. [16.2] Failure to produce monitoring reports due to lack of resources and change of key personnel - Mitigation: 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 – Mitigation: Delay in production Failure to produce monitoring reports due to lack of resources and change of key personnel of Single Strategy guidance will impact upon ability to complete in Q4 without carrying over to next financial year.					
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 😊 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	SA 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 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.

[18b.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

[18b.5] Lack of stakeholder involvement due to resource and/or time constraints. Integrate stakeholder engagement activities into the overall work plan to ensure stakeholder input at key stages - Mitigation: Phase 3 Options consultation to be launched in July 2010 to avoid Phase 2 EiP. Publications / events therefore delayed until Q2 2010.

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> <i>Task completed in Q4 ☺</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>Task completed Q4 ☺</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	<p>Publish Phase 3 Project Plan. Q1☺</p> <p><i>Now Q4 due to discussions with GO-WM and AWM</i></p>	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	<p>Analysis of advice from Strategic Planning Authorities. Q2 ☺</p> <p>Phase 3 Draft Options for informal consultation (Q3or4)</p> <p>Now Q4 ☺</p> <p>With final publication in Q1&Q2 of 09/10 as agreed with Govt</p>	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 draft Options Policies completed. Q4 😊😊 HRA Screening report completed. Q3 😊😊 HRA of Phase 3 draft 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. Phase 3 Options consultation to be launched in July 2010 to avoid Phase 2 EiP. Publications / events therefore delayed until Q2 2010.	Head of Comms HOP WMRA

18.c		<p><u>RSS Revision 2009/10</u> Analysis of Phase Two EiP Panel report and consideration of issues arising that need RPB action 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>Analysis of Panel report and issues arising reported to Regional Planning Partnership Q3 09-10 <i>(depends on date of Panel report)</i> RPB response to Proposed Changes submitted to Secretary of State Q4 09-10 <i>(depends on SofS)</i></p> <p>For public consultation in Q1/Q2 <i>(see 18.b.2)</i></p> <p>Phase Three Options consultation summary report published Q3 09-10 <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) 09-10</i></p>	<p>Ensure the RPB is aware of the Panel's recommendations to the Secretary of State.</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> <p>18.c has been superceded by the 2009-10 Business Plan</p>	<p>HOP WMRA</p> <p>HOP WMRA</p>
<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. This intervention of Govt significantly delayed work and added to costs. ▪ Phase Two EiP date has been set for start in April 2009 – a delay of 9 months <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

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

Risk Assessment: [25.1] Insufficient affordable housing being delivered - delays to RSS Ph. 2 – Mitigation: Rates of all types of homebuilding, including affordable housing have dropped dramatically since summer 2008 and are unlikely to improve significantly over next six months.

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 😊 - ongoing into 2010 Q4 😊 ongoing into 2010	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	Head of 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 (GTAAs) 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 Head of 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 but G&TSGP 08/09 round completed in Q3 😊 Q4 😊	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 😊 Q4 😊 b) To strengthen the monitoring of Capital Housing spend as required by CLG Q4 😊	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		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 & 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.	Head of 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 Q4 😊 (key EiP related research completed) A scoping report on climate change issues for existing stock will be a key element of the research programme. Q2 😊 now Q4 😊	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	Head of 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)	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	Head of Housing WMRA

		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)		Programme	
25.8		Single Integrated Regional Strategy (SIRS)	Provide input to the Housing content of the SIRS. Q4 😊 (😞 for Regional Voluntary and Community Sector Housing Network, see exception report)	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		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 😞 (see exception report)	Agreed roll out by sub-regional housing market area, subject to ministerial approval of the Regional Housing Pot	Head of Housing 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 😊 	Improved Protection and enhancement of the historic environment Integrated approach to biodiversity enhancement	Various partners, dates yet to be agreed SA Environment WMRA/Partners
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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 Now Q3 to take account of GOWM Housing Study 😊😊😊	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 😊 😊 Work commissioned in Q4 and to report in Q2 of 2009/10	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 😊😊 Review RSDf in line with “Securing the Region’s Futures”. Q2 😞 Delayed to Q4 to take account of SNR 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 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
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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: [30.1/3] 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	<p>Scrutiny Reviews - AWM and economic performance</p> <ul style="list-style-type: none"> ▪ Support for skills agenda ▪ Business Link West Midlands <ul style="list-style-type: none"> ▪ Marketing the Region 	<p>Completion of 2 Reviews - Final reports in Q2</p> <p>Following publication of government response to SNR decision taken to cancel all scrutiny reviews post July 2009 due to unacceptable risk of lack of engagement</p> <p>☹ Business Links – commenced in Oct 2008 timescale extended following discussion with AWM</p> <p>🚫 Review cancelled due to increased pressures on Business Link West Midlands and AWM of responding to businesses needs in current recession</p> <p>🚫 Support for skills commenced and initially suspended due to DBERR intervention preventing release of evaluation of data. Now cancelled</p> <p>🚫 Scoping of Marketing the Region cancelled</p>	<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

30.6	NEW	Establishing links with and supporting the operation of the West Midlands Regional Select and Grand Committees	<ul style="list-style-type: none"> • Provision of information and support to Committee Clerk 😊 • Provision of evidence as appropriate 😊 • Raising awareness of committees within the region 😊 	Coherent and balanced regional perspective provided to Committee	Regional Scrutiny Manager
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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.

Risk Assessment: [32.3] Failure to influence co-financing programme to significant degree.

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

WMRA Business Plan 2008-09

Financial Report & Tables

A summary of the financial activity is set out in two tables to provide a profile across the two bid periods and a summary table with full year costs and final virements/funding positions.

Table 1 – WMRA 2008-09 Q4 Activity Report

This is the final report detailing all Assembly activity (including that funded by other partners) against the Q4 budget profile, including a total for the year. At Q3 we included a revised Budget following Board approval of virements between work strands; this revised budget is also included in this table and the final column details the variation of the actual figure against the revised budget.

The total income for 2008-09 was £5,233,396 and expenditure was £5,212,322 giving a surplus of £21,074 (including a small surplus of CLG funds of £445). Predominantly this surplus is from bank interest and the ERN fee and will be reduced further by corporation tax which is estimated at £3,172 (21% on investment income). The CLG surplus will be utilised against the tax charge and the remaining balance of £17,902 will be transferred to reserves to support the transition programme in 2009-10.

Table 2 – WMRA 2008-09 Final CLG Virements

This report details the full year allocation of CLG (and other partner) funds against work strands and includes some year end virements that were necessary to ensure delivery of the work programme.

You will note that there are significant partner funds managed via the Assembly totaling £2,933,682 in 2008-09 including Living Well in the West Midlands, EUConnects, Forestry & Rural programmes and additional funding from RHE partners, as well as a range of smaller projects. For the purposes of the budget report we enter an expenditure figure to match the income for these ring fenced funds. However not all partner funds will have been fully utilised within the year and any balances are carried forward into 2009-10 to continue partner projects.

Table 1: WMRA 2008-09 Quarter 4 Activity Report

INCOME	WS	Budget	Q3 Rev Budget	CLG Funds	Others	Actual Q1/2/3	Profile Q4	Q4 CLG Actual	Q4 Other Actual	Q4 Total Actual	CLG Q4 Variation	Actual Total All	Vari to revised
CLG Assembly Funding	1	2,348,829	2,248,829	2,248,829		1,808,505	540,326	440,324	0	440,324	-100,002	2,248,829	0
CLG Contingency	2	0	10,208	10,208		10,208	0	0	0	0	0	10,208	0
Partners Support RHE [WS25]	3	284,000	284,000		284,000	211,237	0	0	0	0	0	211,237	-72,763
LSC Support for Scrutiny	4	0				18,576	0	0	0	0	0	18,576	18,576
Forestry/Rural Partners [WS37]	5	85,000	85,000		85,000	108,504	0	0	37,500	37,500	0	146,004	61,004
Department of Health [WS31]	6	28,900	28,900		28,900	20,740	0	0	0	0	0	20,740	-8,160
English Regions Network	7	0				5,000	0	0	0	0	0	5,000	5,000
Other RA Activities [WS38]	8					107,752	0	0	15,194	15,194	0	122,946	122,946
RA Projects; EUC/LWWM [WS39]	9					1,830,067	0	0	619,789	619,789	0	2,449,856	2,449,856
Total		2,746,729	2,656,937	2,259,037	397,900	4,120,589	540,326	440,324	672,483	1,112,807	-100,002	5,233,396	
EXPENDITURE													
Corporate													
Staffing	10	1,397,551	1,295,159	1,295,159		948,271	349,306	356,166		356,166	6,860	1,304,437	9,278
Staff Training (CPD)	11	10,000	15,000	15,000		11,750	0	3,250		3,250	3,250	15,000	0
Operational	13	137,778	137,778	137,778		120,769	23,820	26,930		26,930	3,111	147,699	9,921
Communications	14	9,000	9,000	9,000		5,798	1,000	2,356		2,356	1,356	8,154	-846
<i>Sub Total</i>		<i>1,554,329</i>	<i>1,456,937</i>	<i>1,456,937</i>	<i>0</i>	<i>1,086,588</i>	<i>374,126</i>	<i>388,702</i>	<i>0</i>	<i>388,702</i>	<i>14,577</i>	<i>1,475,290</i>	<i>18,353</i>
Planning, Housing & Transport													
Implementation	15	25,000	25,000	25,000		3,613	0	20,756		20,756	20,756	24,369	-631
Monitoring	16	215,000	198,824	198,824		145,144	7,000	58,149		58,149	51,149	203,293	4,469
Conformity	17	20,000	20,000	20,000		10,000	0	10,000		10,000	10,000	20,000	0
RSS Revision Phase Two	18a	100,000	102,300	102,300		8,895	30,000	79,314		79,314	49,314	88,209	-14,091
RSS Revision Phase Three	18b	183,000	210,269	210,269		75,878	103,000	139,927		139,927	36,927	215,805	5,536
Urban & Rural Renaissance	19	19,500	19,500	19,500		9,750	0	9,750		9,750	9,750	19,500	0
Increase Partnering/Participation	20	15,000	15,000	15,000		7,500	0	7,500		7,500	7,500	15,000	0
Transport	22	42,500	32,207	32,207		20,056	15,500	316		316	-15,184	20,372	-11,835
Housing	25	309,000	309,000	25,000	284,000	58,260	171,000	0	177,977	177,977	-171,000	236,237	-72,763
Environment	26	43,500	49,500	49,500		39,750	0	9,750		9,750	9,750	49,500	0
Sustainable Development	27	20,000	20,000	20,000		2,100	7,500	17,900		17,900	10,400	20,000	0
Economy	28	39,000	39,000	39,000		39,000	0			0	0	39,000	0
<i>Sub Total</i>		<i>1,031,500</i>	<i>1,040,600</i>	<i>756,600</i>	<i>284,000</i>	<i>419,946</i>	<i>334,000</i>	<i>353,362</i>	<i>177,977</i>	<i>531,339</i>	<i>19,362</i>	<i>951,285</i>	<i>-89,315</i>
Strategic Review	30	20,000	14,500	14,500		9,991	1,200	1,246		1,246	46	11,237	-3,263
Policy Integration & Development													
Health	31	28,900	28,900		28,900	18,054	7,225	5,000	2,686	7,686	-2,225	25,740	-3,160
Europe & International Policy	32	10,000	15,000	15,000		7,525	2,000		6,237	6,237	-2,000	13,762	-1,238
Social Inclusion	33	5,000	6,000	6,000		5,733	0		22	22	0	5,755	-245
Culture & Skills	34	7,000	7,000	7,000		5,000	0		0	0	0	5,000	-2,000
Rural	35	5,000	3,000	3,000		2,500	0		0	0	0	2,500	-500
<i>Sub Total</i>		<i>55,900</i>	<i>59,900</i>	<i>31,000</i>	<i>28,900</i>	<i>38,812</i>	<i>9,225</i>	<i>5,000</i>	<i>8,945</i>	<i>13,945</i>	<i>-4,225</i>	<i>52,757</i>	<i>-7,143</i>
Other Activities													
Forestry	37	85,000	85,000		85,000	54,029	25,000		91,975	91,975	-25,000	146,004	61,004
Other RA Activities	38					71,603	0		54,290	54,290	0	125,893	125,893
RA Projects (LW/EU/CWM)	39					1,667,702	0		782,154	782,154	0	2,449,856	2,449,856
<i>Sub Total</i>		<i>85,000</i>	<i>85,000</i>	<i>0</i>	<i>85,000</i>	<i>1,793,334</i>	<i>25,000</i>	<i>0</i>	<i>928,419</i>	<i>928,419</i>	<i>-25,000</i>	<i>2,721,753</i>	<i>2,636,753</i>
Total		2,746,729	2,656,937	2,259,037	397,900	3,348,671	743,551	748,310	1,115,341	1,863,651	4,760	5,212,322	

Key Notes to the Q4 Financial Report

Income:

CLG approval of an EiP contingency of £100,000 was granted in a letter to the Chief Executive dated 15 January 2009 and the final claim from CLG was adjusted accordingly. This contingency sum will now be claimed in April 2009.

There was a further £2,974,359 of partner income managed via the Assembly work programme in 2009-10; the projects adding significantly to this are Living Well West Midlands, EUConnects, housing partners and at the end of March we agreed to handle the final wind up activities for Culture West Midlands. The majority of this activity was not profiled in the original budget.

Expenditure:

- WS10 The variation in the staffing budget is the savings being made by not replacing some policy posts and this has funded the EiP Contingency for 2009-10. However the final virement is due to temporary staff being engaged to support preparation for EiP.
- WS13/14 There was a modest saving on communications but operational costs were higher than projected due mainly to increased staff travel and a higher number of meetings in support of EiP; an increase in IT support costs which was in part offset by reduced postal costs. The cost of member allowances was also slightly higher than budgeted.
- WS16 Whilst the key lines of expenditure around monitoring were on target there was an increased budget to also cover cost of co-ordination meetings and events.
- WS18a/b The savings from WMRSS Phase 2 activity was diverted to additional Phase 3 technical work and monitoring.
- WS22 The budget for transport included the cost for Co2 Emissions research and this cost was later met by the DfT; the saving was vired back to staffing to meet the cost of temporary staff supporting EiP.
- WS25 The CLG budget of £25k was on target for the policy lead and all other figures here relate to partner funded activities.
- WS30 In scaling back the scrutiny function as a result of SNR, we have been able to realise a further saving in the year which is vired to support.
- WS31 This is the final year of the Health policy arrangement and the budget comprised contributions of £20,740 from DOH and £5,000 from WMRA.
- WS32-35 These work strands all came in slightly under budget at Q4 and savings are vired to support the operational costs.

Overall there is an estimated surplus on activity after corporation tax of £17,902 (from bank interest and other misc items) and this sum will be vired to reserves which will be utilised as the Winding Up and Transition Budget for 2009-10.

Table 2: WMRA 2008-09 Final CLG Virements

INCOME	WS	Revised Budget	CLG Outturn	Partner Outturn	Final CLG Virements	Comment
DCLG Assembly Funding	1	2,348,829	2,248,829		-100,000	EiP contingency for 09-10
DCLG Contingency	2	10,208	10,208			
Partners Support RHE	3	284,000		211,237		
LSC Support for Scrutiny	4	0		18,576		
Forestry/Rural Partners	5	85,000		146,004		
Department of Health	6	28,900		20,740		
English Regions Network	7	0		5,000		
RA Other Activities	8	0		122,946		
RA Projects; EUC/LW/CWM	9	0		2,449,856		
Total		2,756,937	2,259,037	2,974,359	-100,000	
Corporate						
Staffing	10	1,295,159	1,304,437		9,278	Extra temp support in lead up to EiP
Staff Training (CPD)	11	15,000	15,000		0	
Operational	13	137,778	147,699		9,921	Travel/meetings/allowances higher
Communications	14	9,000	8,154		-846	Modest saving supports op costs
<i>Sub Total</i>		<i>1,456,937</i>	<i>1,475,290</i>	<i>0</i>	<i>18,353</i>	
Planning, Housing & Transport						
Implementation	15	25,000	24,369		-631	Lower cost for tech chair in year
Monitoring	16	198,824	203,293		4,469	Increased to cover meetings/events
Conformity	17	20,000	20,000		0	
RSS Revision Phase 2	18a	102,300	88,209		-14,091	Housing & Economy cost not needed
RSS Revision Phase 3	18b	210,269	215,805		5,536	Additional technical work undertaken
Urban & Rural Renaissance	19	19,500	19,500		0	
Partnering & Participation	20	15,000	15,000		0	
Transport	22	32,207	20,372		-11,835	DfT met cost of Co2 emissions work
Housing	25	309,000	25,000	211,237		
Environment	26	49,500	49,500		0	
Sustainable Development	27	20,000	20,000		0	
Economy	28	39,000	39,000		0	
<i>Sub Total</i>		<i>1,040,600</i>	<i>740,048</i>	<i>211,237</i>	<i>-16,552</i>	
Strategic Review	30	14,500	11,237		-3,263	Early curtailment of scrutiny
Policy Integration & Development						
Health	31	28,900	5,000	20,740	5,000	Agreed final year contribution to partnership
Europe & International Policy	32	15,000	13,762		-1,238	Savings in policy areas vired to
Community Cohesion	33	6,000	5,755		-245	support slightly higher operational
Culture & Skills	34	7,000	5,000		-2,000	costs
Rural	35	3,000	2,500		-500	
<i>Sub Total</i>		<i>59,900</i>	<i>32,017</i>	<i>20,740</i>	<i>-1,017</i>	
Other Activities						
Forestry & Rural Accord	37	85,000		146,004		
Other Activities	38	0		125,893		
RA Projects; EUC/LW/CWM	39	0		2,449,856		
<i>Sub Total</i>		<i>85,000</i>	<i>0</i>	<i>2,721,753</i>	<i>0</i>	
Total		2,656,937	2,258,592	2,953,730	-445	