

West Midlands Regional Assembly 2007-10 Business Plan & Budget

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Chairman's Statement

The West Midlands Regional Assembly is proud of what it has achieved over the last year. Our key achievements, outlined on pages 5 to 13 demonstrate the size of our delivery in 2006/07. The Assembly is relatively small in terms of staff numbers and budget in relation to the breadth of its functions, where we are now the Statutory Body with responsibility for planning, housing and transport. Our many links into health and other issues of significance belie our size, and demonstrate the success of the partnership approach we have adopted. During the forthcoming financial year we intend to implement this Business Plan in a way that will significantly contribute to the development of the Strategic Framework which underpins activity in the Region and demonstrates how we will work with our partners to deliver a demanding set of objectives, whilst acting as a catalyst for improved delivery across the Region.

We have demonstrated the benefit we bring to the Region repeatedly during the last year and have produced real results. The Assembly's contribution has been outstanding; leading on delivering the urban and rural renaissance across the Region by working with our partners to actively implement the existing Regional Spatial Strategy (RSS). We have been able to take on the significant role of the Strategic Housing Authority, developing this activity on a partnership basis, whilst taking on substantial additional responsibility with only a minimal increase in our budget. This has also enabled closer synergy with planning and transport.

The original timetable for the RSS had to be delayed due to the need to account for the new household projections from Government. We successfully negotiated a change to the RSS timetable and in the forthcoming year will be continuing our work on RSS Revision.

We are heavily dependent upon our partners across the Region and I continue to be impressed by their willingness to contribute, and their outstanding commitment in helping to deliver an agenda that belongs to a very wide range of stakeholders, via their membership of the Regional Assembly. This commitment clearly demonstrates the perceived value brought by involvement in regional working.

Our role is continually evolving and adapting as necessary to deliver the priorities for the Region against the constantly changing and challenging landscape. In my role as Chairman I am convinced that this is something we need to develop further and ensure that our partnerships, already strong, are focused on how they can shape the delivery of what is necessary for the Region. I know that partnership working is critical to our success in delivering our ambitions, and both the voluntary and financial support provided from our stakeholders, regional partners and local government is essential.

Our reputed strength for excellent delivery is such that we are constantly being asked to extend our activities. However, our resources are very limited, and without necessary funding to accompany the demands, we are unable to take on these extra responsibilities without ceasing other existing strands of work, even though they would add greatly to the value of public spend across the Region.

I was very pleased in 2006 that we were able to appoint a joint Chief Executive for the Regional Assembly and the West Midlands Local Government Association who as executive officer of the Regional Partnership Centre, hosting many key partner organisations, will provide the necessary leadership and drive across a shared strategic agenda. I know that we are both very grateful to our partners for their determination to move towards a common agenda, developing the proposals that we agreed through the Concordat around delivery of what will make the difference for the Region and continuing to demonstrate to Government and the adjoining regions that the West Midlands can speak with one voice and is committed to delivering a challenging Agenda. We want to ensure that our ambitions are being delivered as best as they can be, and so during 2007 we are undertaking a review of our Regional Partnership activities. This will provide clarity of focus for us around the key issues and priorities for our stakeholders, and will help us to utilise our limited resources to ensure the maximum output and value for money for the Region. It is therefore likely that this Review will require us to revisit this Business Plan during 2007/08.

I anticipate that 2007/08 will provide further challenges in delivering the changes in government policy which will come out of the Comprehensive Spending Review. Together with our partners, we have been lobbying hard this year to ensure the Government fully understands the value that we bring to the Regional and National Agenda, and that they are uniquely placed to legitimately drive forward the partnership approach which is so necessary to this. Our strategic responsibilities in planning, transport and housing are of vital importance, and the Assembly partnerships that deliver these with a wide range of stakeholders ensure that we are able to concentrate on what will really make the difference to delivering our joint objective by enabling partners to have their say and help shape these policies for the Region. For example, through the Transport Partnership we were able to successfully prioritise a number of transport schemes, submit them as part of the Regional Funding Allocation process and gain agreement on priorities across the Region. Once again, this demonstrated our value in being able to take this forward successfully.

Our accountability function continues to be a key and valued part of our work, and we are very pleased that we have been able to do this successfully whilst developing good relationships with the Regional Development Agency. The value of this has been perceived beyond the RDA role and we have been asked by other regional partners to develop this function further, at their expense. We should not underestimate the value that this can bring to further integration of regional strategies so that we are working smoothly on a single agenda through the different agencies across the Region.

We are also keen to ensure that the Region delivers against the Climate Change Agenda and I was very pleased that we were able to host a highly successful conference in October 2006 which agreed that action against Climate Change was a regional priority. We subsequently signed up to the Nottingham Declaration and are working on the development of an action plan which will develop and deliver action on both mitigation and adaptation and on key strategic objectives across the Region. Once again, our work in highlighting and bringing forward an issue of regional significance has been immensely important, and I am grateful for the support I have received from colleagues in other agencies, such as the RDA and Government Office to help us make this a reality.

The Assembly is also determined to deliver its part in the development on Regional and Sub-Regional structures and I have been very pleased to be a member of the City Region Shadow Board, ensuring that this is seen as an integral and essential part of developing the whole region. We will continue to work with our colleagues in both Local Government and our other stakeholders to ensure that we create structures that are fit for purpose, within and across the Region.

Finally, I am very proud to be the Chairman of the Regional Assembly at a time when it has delivered so well against its objectives over the previous year and is set to exceed its performance yet again. I am very clear that in all that the Assembly does it has to have one over-riding aim; that its work is of value in enhancing the lives of the people of the West Midlands Region. I believe that we have had, and continue to have, a very important role to play, and it is to the benefit of those people and the improvement of their quality of life that the work of the Assembly is dedicated.

David S Smith
Chairman
West Midlands Regional Assembly

Key Achievements 2006-2007

Corporate Governance

2006/2007 saw considerable progress in a number of corporate areas determining the internal governance of the Assembly, and also in the ways in which we are the voice of the Region in both a participatory manner and in the representations we make on significant policy issues.

- Recruitment of new Chief Executive jointly with the West Midlands LGA.
- Implementation of an internal audit function.
- West Midlands' submission (jointly with AWM) to Government on the Comprehensive Spending Review 2007.
- Representations to the LGA in respect of 'Closer to People and Places and Prosperous Communities beyond the White Paper'.
- Assembly represented by the Chairman on the Birmingham, Black Country & Coventry City Region Executive Board.
- Participated in a review of the Regional Partnership of the Assembly and West Midlands LGA - their strategic focus and remit. [This includes a critical assessment of the 'devolved model' for delivering RSS Revision via SLAs with strategic authorities (March 07).]

Communications

Our communications activity is an integral part of the delivery of our core priorities. 2006/07 saw recognition of the Assembly's increased profile within the Region. Our highly skilled but small communications resource enhances the value our activities bring to the Region.

- Raised profile of WMRA and its work through increased media activity; average 2.5 releases per month, exceeding KPI of 5 releases per quarter.
- Launch of revised Regional Concordat to further strengthen regional partnership working.
- Raised awareness of the challenges facing the region via publications such as Annual Monitoring Report and Summary Leaflets, Annual Review & Business Plan, Speaking Out Newsletter, e-news for policy areas to improve communications with stakeholders.
- New suite of materials to support activities such as Scrutiny and Strategic Review, Equalities and Diversity and improved access to information.
- West Midlands 2012 Roadshow securing extensive coverage and awareness contributed to the Communications Strategy for the West Midlands as part of the London 2012 Nations and Regions work.

- Lobbying on behalf of RAF Cosford.

Regional Planning Body

The Planning Partnership oversaw some significant milestones in the development of the RSS in the West Midlands. Once again the achievements recorded owe much to the willingness of partners in the public, private and voluntary sectors to play their part. The submission of the Black Country Study as RSS Phase 1 Revision to the Secretary of State is especially significant. It sets out policies to reverse outward migrations, raise income levels, change the socio-economic mix and transform the environment.

Implementation of the RSS has continued apace, principally via the conformity process to ensure local planning activities and documents are in line with the RSS. Links have been forged with professional organisations to raise awareness of the RSS and its commitment to sustainable development.

The Assembly records its gratitude to Yvette Cooper MP for accepting our case for adjusting the time table for the RSS Revision Phase 2 to enable us accommodate the household projections in our consultation with partners on the Spatial Options.

Draft RSS Phase 1 Revision – Black Country Study

- May 2006 - Submission to Secretary of State
- 9th-18th January 2007 - Public Examination

Draft RSS Phase 2 Revision

- Final Project Plan published and distributed.
- Section 4 (4) Briefs issued and advice received from Strategic authorities.
- RSS Reference Groups established for each Assembly Partnership.
- Spatial Options approved by Regional Planning Partnership for consultation commencing 8th January 2007.
- Programme and procedures established for the Spatial Options consultation process.
- Sustainability Appraisal undertaken of the Spatial Options.
- Raised profile of RSS Phase 2 including the Options Consultation via media campaigns, publications and events.

Draft RSS Phase 3 Revision

- Scoping Study completed.

RSS Monitoring

- Integration of RSS and RHS monitoring; evidenced by the Housing Market Summary Report (the first of its kind in the country).
- Annual Monitoring Report published in line with statutory requirements and cited by DCLG as good practice in feedback to the English Regional Assemblies.
- Contextual Monitoring report prepared in line with agreed programme.

RSS Implementation

- Working with a range of partners (e.g. Professional Institutes) to promote increased awareness of RSS and further alignment of regional policies.
- Steering and guiding City Region agendas to secure complementarity of ambition and delivery in respect to the RSS and Urban Renaissance.

RSS Conformity

- Responded to all consultations in respect of Local Development Documents and Regionally Significant Planning Applications within statutory timescales. In April 2006 - December 2006 the amount of: regionally significant planning applications responded to numbered 19. The amount of pre Submission consultation Documents (i.e. Issues and Options and Preferred options) responded to numbered 24. The amount of Submission Documents responded to where a formal opinion of general conformity was given numbered 8.
- Agreed a system for cross boundary referral of regionally significant planning applications in conjunction with other English Regions.
- Legal review of Planning Conformity Protocol processes to ensure robust and sound planning processes.
- Training provided for Assembly members involved in conformity process and establishment of Conformity Protocol.

Regional Transport Partnership

Transport continues to be a major issue for the West Midlands. The Transport Partnership working with regional and local authorities achieved a significant milestone in January 2006 when a set of transport priorities was agreed. The strong partnerships in the West Midlands, together with clear messages about regional priorities have served to secure favourable transport settlements for 2007-08, and TIF Productivity funding for the Birmingham Motorway Box, rail capacity enhancement, gauge and capacity enhancements from

Peterborough to Nuneaton and gauge enhancements from Southampton to the West Coastline near Birmingham. In addition the transport partnership has:-

- Developed policy options for RSS Phase 2.
- Provided input to Regional Funding Allocations and Corporate Spending Review 07 processes.
- Provided advice to the Inspector at the Coventry Airport and Warwick Local Plan Public Inquiries.
- Input into the Department for Transport's rail franchise invitation to tender process.

Regional Housing Executive

In September the Assembly gained responsibility for the Regional Housing Board function from the Government Office. A new member and officer/stakeholder structure has been established under the Regional Housing Executive (RHE) and a challenging work programme has been set by the RHE which included the following outcomes for 2006-07.

- Development of the Sub-Regional Housing Market Area Partnerships to take forward implementation of the 'Regional Housing Strategy 2005' and in particular to identify sub-regional housing investment priorities to help target the allocation of Single Regional Capital Pot housing resources in the Region.
- A 'Guide to the Delivery of Affordable Housing' launched on 16th November 2006. The Guide was well received, and is the result of work undertaken by an Affordable Housing Group (established by the Regional Assembly) to identify the structure of the Guide and to identify examples of good practice for inclusion.
- Support for the Revision of the Regional Spatial Strategy Phase 2; in particular regarding housing options.
- Commissioned research to; support the implementation of the Regional Housing Strategy, provide a robust evidence base, and further develop research previously undertaken in the development of the Strategy.
- Work to join up housing and planning monitoring regionally and to enhance the quality of information available; resulting in the production of a Regional Housing Market Summary Report.

Regional Environment Partnership

This Partnership brings together all the significant environmental organisations in the West Midlands, and as such, it offers a tremendous resource to support our emerging climate change agenda and bring co-ordination to the many strands of the Region's environmental ambitions. The Assembly, via the Partnership, has taken on the role of Climate Change Champion and achieved the following:

- Developed policy options for input into Regional Waste Strategy for RSS Phase 2.
- Produced the Green Infrastructure Prospectus and Scoping Report.
- Advised on River Basin management consultation and established River Basin liaison.
- Produced guidance and new mapping to support implementation of Biodiversity Enhancement Areas
- Lead regional approach on climate change policy and development of Regional Climate Change Conference.

Sustainability & Climate Change

The Assembly works closely with Sustainability WM, our critical friend, to take forward the Sustainable Communities agenda. Significant outcomes for the year are noted below.

- Sustainability Appraisal of RSS Revision Phase 2. The integration of the sustainability appraisal process with the RSS revision has been very positive, resulting in adjustments to the Options Consultation document.
- Regional Sustainable Development Framework published (July 2006). Its influence is already being seen in the RES Review process and RSS Revision.
- To assist planners in the public and private sectors to embed the ethos of sustainable development in their approach to development we have worked with AdvantageWM to develop a 'Sustainability Checklist/Toolkit' to *sustainability proof* major planning applications and new developments.
- Each Assembly Partnership independently appraised in respect to contributions towards sustainable development. The appraisals have given insight into how SD principles affect the work of each Partnership – each Partnership will be required to take appropriate action.
- Annual Conference on Climate Change; attended by almost 300 people including the Minister for Climate Change.

Strategic Review and Scrutiny

The outcomes of the scrutiny reviews have been welcomed by AdvantageWM and used to inform the ongoing Review of the RES as well as ongoing refinements to the way AdvantageWM communicate with partners.

- Assessment of progress made by Advantage West Midlands in addressing recommendations previously made by the Assembly on Regeneration Zones. Regional and local partners are now giving positive feedback about the operation of the RZs.
- Strategic Review of the 'Regions' Relationship with Europe'.

- Significant contribution to Independent Performance Assessment of Advantage West Midlands undertaken by National Audit Office.
- Development of robust mechanism to monitor implementation of Review recommendations.
- Publication of 'Assessment of Regional Economy'; an examination of how key economic indicators in the region are changing over time and a comparison of local, regional and national pictures. This has been welcomed by Assembly members and partners as an aid to understanding our regional economy and where intervention is required by AdvantageWM and other partners.

Policy Integration:

Regional Health Partnership

Through the activities described below, the Health Partnership has helped the regional partners to understand the impact of health on their individual agenda/strategies. Examples of this can be found in the recently published RSS Spatial Options report and the RES Policy Choices report.

- Developed stage one bid to Big Lottery Fund to support regional projects.
- Scoping work and early draft of a Regional Health and Wellbeing strategy.
- Consultation responses to the proposed smoking legislation, future structural funds programme, EU Green Paper on Mental Health and the Regional Sustainable Development Framework.
- RSS and Health task group set up to feed into RSS Revision Phase 2.
- Developed a Health Network website with the Department of Health and Regional Action West Midlands.
- Published 'Choosing Health for the West Midlands' (Department of Health in the West Midlands).

Europe

The European & International Partnership continues to ensure that the Region is able to capitalise on the opportunities offered by the EU Commission in respect to policy development, policy implementation and funding programmes via the following activities:

- Strengthened Partnership working - providing WMRA responses to government consultations on EU Cohesion policy, especially successful in negotiating a new Assisted Areas map for 2007-2013 that dictates the extent to which private firms may receive public subsidy.

- Well attended annual West Midlands in Europe Partnership event September 2006 on the theme of working with partner European regions 'Beyond the Structural Funds'. Keynote speaker was the Director of the European Commission's London Office and delegates discovered more about successful projects involving partner regions.
- The West Midlands is the first English Region to submit its draft European Regional Development Programme document for public consultation in December 2006. This will assist in achieving a prompt start to the programme in 2007-08.
- One of the first Regional Competitiveness and Employment documents to go to public consultation.

Equalities & Diversity

Through the Equalities and Diversity Partnership, the Assembly is providing the regional focus for discussion on the establishment of the regional presence of the new Commission for Equality and Human Rights, and how the region organises itself to promote and support community cohesion at regional and local level. Activities in support of this include:

- Appointment of an Equality & Diversity Director on secondment from the Home Office to lead on the implementation of the recommendations of the Equality & Diversity Strategic Review.
- A Regional Strategic Partnership for Equality & Diversity was set-up with leading experts from across the "equalities" strands, as well as VCS, Business and Public sectors, WMLGA, GOWM and AWM.
- A series of consultation events concerning the establishment of a regional presence for the new Commission for Equality & Human Rights with stakeholders from across the various sectors and the region throughout the year.
- Regional Leaders' Summit successfully held in January 2007.
- Worked with WMSPARS to ensure asylum seekers and refugee matters are appropriately addressed.

Rural & Forestry

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

- Adoption and co-ordination of the implementation of the West Midlands Rural Delivery Framework; first iteration April 2006.

- Established an effective rural agencies specialist task group, working with the Accord and WMRAF to rural proof high level strategies and policies. To date; RSS Phase 2 Options Development, RSS Phase 2 Options Document, RES Revision: Policy Choices, and the Regional Health & Wellbeing Strategy.
- Pro-actively managed the business of the Rural Accord on behalf of the Partners & acted as focal point for advice and information by providing updates and reports for Rural Accord, Rural Affairs Forum, RAG, Rural Renaissance Working Group & others.
- Supported the work of the Rural Affairs Forum towards becoming carbon neutral.
- Specialist Seminar on Sustainable Energy Sources (June 2006) and Rural Conference on Climate Change (Nov 2006).
- Supported the work of the Rural Affairs Forum, in particular: lobbying to increase priority level of land based skills; inputting to the Forum task group's proposal on the Rural Affordable Housing Commission Report.
- Completed the second year of implementation of the WM Regional Forestry Framework.
- Prepared the WMRFF rolling Action Plan 2006-2009; facilitating and co-ordinating its delivery.
- Monitoring and evaluation; culminating in the production of the Annual Report 2005-2006.
- Establishment of WM Woodland & Forestry Forum's specialist task groups, and support to a growing number carrying the work of the WMRFF forward.
- Improved links to the Assembly policy partnerships and RSS implementation.

Culture

The Assembly supports the Cultural Consortium in its work to raise the awareness and impact of the culture offer in the West Midlands. Activities this year have concentrated on ensuring that the West Midlands prepares for and benefits from the London 2012 Olympic Games and Paralympic Games.

- Produced first regional plan to take full advantage of opportunities from the London 2012 Olympic Games and Paralympic Games and expanded scope of officer and member structures to deliver the plan.
- Delivered successful WM leg of 2012 roadshow and secured significant broadcast and print media coverage of events.
- Region took on lead Nations and Regions role for 2012 Games Cultural Programme.
- Secured partnership funding for and appointed WM Co-ordinator for the 2012 Games.

Skills

The Region's poor performance in respect of skills is reflected in almost all indicators used to assess skill levels. The Assembly does not have a direct remit for skills however opportunities to positively influence those agencies delivering skills improvements are utilised whenever possible; and are detailed below:

- Raised awareness of the regional skills agenda with the Assembly, including Skills Conversation 25th October 2006.
- Established regular meetings with the Assembly's skills advisor (LSC Regional Director).
- Commenced a strategic review with the Learning & Skills Council.

Key Priorities 2007-2008

Corporate Activity

Our corporate activities will focus upon ensuring that the Assembly is fit for purpose so far as its governance arrangements are concerned.

Co-operatively, we intend to lead in developing and delivering the strong Strategic Partnership Approach which will make real differences across the Region. We will deliver the sound framework to ensure that the Assembly plays its role to the whole of the Region effectively. We will do this with both a regional focus – such as our work with the City Regions and the RSS Review; and with a national focus with our partners in the English Regions Network.

- Develop regional working arrangements with our partners which have more focus on a Regional Strategic Partnership Approach and review the Concordat to develop existing frameworks.
- Ensure sound Corporate Governance and stewardship of resources.
- Continue to participate in the Government consultation and debate on regionalism; both as the West Midlands Regional Assembly and through the English Regions Network.
- Be an active lead partner to AWM as the RES is reviewed.
- Participate in the Forward Planning Executive to maximise regional funding allocations and investment in our region.
- Respond to CSR07.
- Actively participate in City Region matters to ensure the City Region work supports the West Midlands region approach to renaissance and growth.
- Consider the findings the Review of the Regional Partnerships and implement its recommendations.

Communication & Engagement

Our Communication activity ensures that the Assembly effectively communicates its views across the Region, and, but doing so in adding value to the delivery of the Assembly. We aim to work more closely with the various media in the West Midlands to ensure that the work and views of the Assembly are heard and taken into account.

- Produce a range of publicity and information materials to communicate the work of the Assembly across its wide range of activities, such as the Annual Monitoring Report, review findings, the Regional Transport Delivery Plan.
- Raise profile for the Regional Assembly through increased media activity and participation.
- Revise our Communications Strategy to take account of closer partnership working and strengthen links.
- Ensure FOI requests are responded to within 20 days.
- Increased communication and engagement with MPs/MEPs including holding a briefing event.
- Deliver an Assembly Annual Conference; participate in National LGA conference in Birmingham and ERN conference in Leeds.

Regional Planning Body

The RSS provides the strategic framework for regional activity associated with the Governments Sustainable Development and Growth agenda. The activities described below reflect the Assembly's ambition to update the RSS, in line with Government guidance, to ensure that it supports sustainable development and growth. The Monitoring Report, Implementation Plan (to be reviewed in 07-08) and the Conformity Protocol ensure that there is clarity of roles in respect to the plan, monitor and manage approach. **All Assembly Partnerships will be involved in RSS Revisions 2 and 3. The Assembly will continue to work with the two City Regions to deliver the renaissance agenda in the MUAs.**

Draft RSS Phase 1 Revision

- Respond to 'Proposed Changes' to be published by GOWM following receipt of Panel Report.
- Provide input to and respond to, consultation on the Joint Core Strategy being prepared by the four Black Country Authorities.

Draft RSS Phase 2 Revision

- Preparation and publication of the Consultation Report.
- Consideration by RSS Reference Groups views in shaping the Preferred Option.
- Development of the Preferred Option leading to submission to the Secretary of State in December 2007.
- Campaign and publications to support RSS Phase 2.

Draft RSS Phase 3 Revision

- Prepare draft Project Plan for consultation to launch Phase 3.
- Prepare Options Report on Phase 3.
- Campaign and publications to support RSS Phase 3.

RSS Monitoring

- Further develop and strengthen monitoring framework and links to implementation of RSS through Phase 2 Revision.
- Integrate monitoring of the RSS and RHS.

RSS Implementation

- Refreshing the RSS Implementation Framework to reflect RSS Revisions.
- Addressing the infrastructure implications of the RSS Revisions and relationships with key funding streams.
- Steering and guiding both City Region agendas to secure complementarity of ambition and delivery in respect to the RSS and Urban Renaissance.
- Consideration of the Barker Review of Land Use Planning.

RSS Conformity

- Continue to successfully implement RSS Conformity Procedures to meet statutory requirements.
- Develop a Memorandum of Understanding to proactively engage with Local Planning Authorities at all stages of pre-submission work on their Local Development Frameworks.
- Revise Conformity Protocol in light of ongoing experiences and outcomes of Inspectors Inquiry into Coventry Airport.

Regional Transport Partnership

The Transport Partnership will continue to be the regional focus for transport matters. It will take an influential role in the development of the Preferred Option for the RSS and the draft RES during the early part of 07-08. It will also capitalize on opportunities to make the case for transport infrastructure investment in the Region, including Birmingham New Street Station and the priorities set out in the Regional Funding Allocations submission.

- Revise RSS Phases 1 and 2 policies.
- Develop RSS Phase 3.
- Refine Regional Funding Allocation (RFA) process and update Transport Delivery Plan (TDP).
- Consider and respond to draft Transport White Paper and the Eddington Report.

Regional Housing Executive

The Housing Executive has a particularly challenging year ahead. It will lead on the advice to Ministers on the Regional Allocation and play a key role in the development of RSS revisions 2 and 3. The activities detailed below give a flavour of the challenges this new group will be tackling:

- Preparation of Regional Housing Executive advice on Regional Allocations Strategy 2008-11(RAS 08-11) for Ministers on the next three years broad investment of housing capital funds.
- Submission to the Comprehensive Spending Review 2007 regarding the Region's longer term capital housing investment needs.
- Continued support of RSS Partial Review Phase 2 focusing upon affordable housing calculations and updated RSS Policy CF 5.
- Evaluate Gypsies and Traveller bids for new and refurbished pitches; providing advice and recommendations to Ministers.
- Continue work with the Sub-Regional Housing Market Area Partnerships to implement the Regional Housing Strategy, to conduct joint local housing market area needs assessments.
- Commission/update research as identified in the 'Regional Housing Strategy 2005' to improve the evidence base supporting the Regional Housing Strategy and the Regional Spatial Strategy; ensuring a sound basis for housing investment decisions.

Regional Environment Partnership

On behalf of the Assembly, the Environment Partnership will lead the West Midlands response to climate change. This is a key activity for the Assembly in 07-08. Climate Change is also one of the central themes of the Regional Concordat, the Assembly will be enlisting the support of partners to put the West Midlands at the forefront on this agenda.

- Prepare Regional Climate Change Action Plan and support leadership of climate change agenda across the region.
- Prepare Regional Waste Strategy as part of RSS Phase 2 preferred option.
- Develop environmental technical work to provide evidence to develop RSS phase 3 options for consultation.
- Input to regional landscape for living project to develop a vision for biodiversity and RSS.
- Develop the region's first Regional Historic Environment Strategy.
- Input to the development of Green Infrastructure Plans at growth points.
- Prepare and develop work on brownfield land, including the Black Country Brownfield Action Plan.
- Input into the RES review and strengthening links to environmental economy and low carbon approaches.

Sustainability & Climate Change

- Sustainability Appraisal of RSS Revision Phase 2 Preferred Option and Phase 3 Options preparation.
- Climate Change Task Force to deliver an exemplar Regional Climate Change Action Plan.
- Skills Development; education and training for planners, architects, transport, housing and other professionals in planning for climate change.
- Ensure that RSS policies and targets contribute to national climate change/carbon dioxide emission targets.
- Refresh the Regional Sustainable Development Framework to ensure that it has the Government's 'essential ingredients'.
- Promote use of Regional Sustainable Development Framework in the development and review of all regional strategies.
- Work with Advantage West Midlands and Government Office to make our region exemplary in our approach to Climate Change.

Scrutiny & Strategic Review

This is a key activity for the Assembly and one where we have developed considerable expertise and respect from regional partners. This is reflected in the additional review we are undertaking at the request of the Regional LSC of the region's approach to post 16 education, skills and education. This will take place alongside an agreed programme of activity set out below, all of which will influence the future delivery of regional activities and modus operandi:

- Continue robust and challenging scrutiny of Advantage West Midlands concentrating on provision of venture capital and Advantage West Midlands' support for skills
- Work with the Learning and Skills Council to deliver an independent strategic review of the regions approach to post 16 education, training and skills
- Assessment of the impact of the Local Government White Paper and the national scrutiny principles document on the approach to regional scrutiny
- Continued contribution to the review of the Regional Economic Strategy drawing on issues identified during scrutiny activities

Policy Integration:

Regional Health Partnership

The Regional Health Partnership is the lead body for the Regional Health and Well-Being Strategy. The Health Partnership will be working with partners to secure buy-in and support for the action plan to deliver the strategy.

- Consultation (February-July 2007) and Publication of the Regional Health and Wellbeing Strategy.
- Development of a Strategy Implementation Plan.
- Development of stage two of the Big Lottery Fund Health and Wellbeing Application 'Living Well in the West Midlands'.
- Develop partnership arrangements with Strategic Health Authority and PCTs.

Europe

The outcomes from the strategic review of the Region's relationship with Europe will influence the way the Europe & International Affairs Partnership operates in future. The review will assist the Region in setting priorities and capitalising on the opportunities offered by EU programmes and funding regimes.

- The WMRA European and International Affairs Partnership will for the first time explicitly link the European Commissions annual work plan to our key regional strategies.
- WMRA will also consider the outcome of the Strategic Review into the Region's relationship with Europe.
- Plans to develop and launch a Project Support Centre; West Midlands EU Connects, aimed at supporting partners to develop projects working with EU partners will continue.
- Following public consultation, the draft European Regional Development Fund Programme document will proceed to negotiation with the European Commission, and ultimately launch of the programme.

Equalities & Diversity

The Equalities and Diversity Partnership is leading this regional activity. The Partnership is increasingly being seen as a source of advice and support to other regional partners and activities. In 2007-08, the Partnership will be advising the RPB on RSS Phases 2 and 3 to ensure that issues of community cohesion are factored into the development of revised/new policy options.

- Working with the new Commission for Equality & Human Rights to ensure that the most effective and efficient model is put in place for the West Midlands (within the region) and that both regional employers and employees utilise and contribute to it.
- Ensuring that Equality & Diversity (social cohesion) issues are recognised and addressed within Government policies and strategies at local, regional, national and European levels.
- Raising the profile of the West Midlands (and the UK) within Europe.
- Maintaining a strong and credible Equality & Diversity Partnership within the region.
- Work with WMSPARS to ensure asylum seekers and refugee matters are appropriately addressed.

Rural & Forestry

This Assembly activity secures funding from 4 different sources – a reflection of the importance of rural/forestry matters to the Region. The work detailed below contributes our overall ambition in understanding and supporting urban-rural interdependencies and the role rural communities play in the economic and spatial functioning of the region.

- Project management to co-ordinate the delivery of the Regional Rural Delivery Framework (RDF) in the Region; establishing processes by which partners carry forward their ways of joint working to meet the principles of the Rural Accord.
- Support the Rural Agencies specialist task group working with the Accord and WMRAF to rural proof high level strategies and policies: Rural Proofing RSS Phase 2 and 3, Regional Health & Wellbeing Strategy and the Strategic Health Authority Strategy.
- Pro-actively managing the business of the Rural Accord on the behalf of the Rural Accord Partners.
- Fulfilling the requirements for monitoring and reviewing the WM Regional Forestry Framework (WMRFF); production of the Annual Report 2006-2007.
- Preparation of the rolling Action Plan 2007-2010, aligning the WMRFF with the refreshed England Forestry Strategy and Implementation Plan.
- Facilitation and co-ordination to ensure the completion of the third year of implementation of the WMRFF.

Culture

The Assembly will continue to work closely with Culture West Midlands to ensure there are synergies between the revised Regional Cultural Strategy as it develops, and the RSS and RES. The West Midlands is the lead region for cultural issues on behalf of regions and nations in respect to 2012 and the Assembly will play a full part in this work.

Related activities include:

- Input into the development of the new Regional Cultural Strategy.
- Support Phase 3 Revision of the Regional Spatial Strategy in relation to recreational space and provision.
- Collaboration on regional work to maximise opportunities from the 2012 Games.
- Respond to the review of Visitor Economy Strategy delivery structures.
- Communications support for the Region's 2012 work.

Skills

The skills agenda continues to be of critical interest to the Assembly. Although the Assembly has no specific remit at the regional level it will be taking forward the following activities to lend its support to partner agencies such as AdvantageWM and the LSC.:-

- Raising awareness of the regional skills agenda with the Assembly, including an annual Skills Conversation.
- Establishing regular meetings with the Assembly's skills advisor (LSC Regional Director)
- Continued support for the Regional Skills Partnership.
- Ensuring RSS and WMRES are consistent on skills issues.
- Consider/ implement outcomes of strategic review of LSC.

Accountability, Audit & Risk Management

Our Commitment to DCLG

- The strategic activity set out in this Business Plan is drawn from more detailed work plans. Each activity has a measurable performance indicator and we will report on our progress against these indicators every six months to Government Office with a report submission deadline in April for the year ended and in October for the six month progress report.
- Our six monthly reports to Government Office will include a financial summary detailing how the grant has been utilised and a copy of the Audited Financial Statements will be submitted to Government Office and DCLG annually.
- Our Risk Register will be reviewed regularly by the Audit Committee, who will be responsible for overseeing an assessment of the key risks we face as an organisation and the steps which need to be taken to mitigate these risks.
- We will maintain a Corporate Governance Action Plan to ensure robust, transparent and effective systems that ensure we operate high standards of financial stewardship.
- We will ensure DCLG accounting requirements are observed via internal and external audit functions.

Other Funding Sources

The Assembly's annual work plan attracts financial contributions from other organisation and in 2007-08 these will include;

- Department of Health
- Forestry Commission
- Natural England
- Housing Partners
- Government Office for the West Midlands
- English Regions Network

The Assembly no longer manages the Energy West Midlands activity and funding arrangements. Details of partner funding will be included and identified separately in our reports to DCLG.

Risk Assessment

This Business Plan includes a comprehensive risk assessment for the work programme [Appendix A] and where we have identified a high risk scoring 9 this is also annotated alongside the work strand. However there are some key risks that we have identified as common strands throughout the various work areas and these can be identified as:

- | | |
|-----------------------|---|
| Insufficient Resource | This Assembly has always delivered value for money in terms of output from limited staff and funding resources, but this is now a common concern across all work areas as we progress through the RSS Revision process. |
| Inadequate Engagement | Tighter budgets across all regional organisations is impacting on resource availability and another common theme is the potential impact this has on partners' ability to engage due to limited resources, |

Olwen Dutton
Chief Executive

Work Strands – Corporate Activities

STAFFING, OPERATIONAL & PARTNERING AND PARTICIPATION (Work Strands 10-13 and 20)					
Strategic Objective: Ensure sound corporate governance and practices that engender stakeholder engagement					
Risk Assessment High Score 9: Insufficient staff resource to effectively deliver the work programme; Mitigation - Engagement with GOWM/DCLG to ensure sufficient funding levels and work to maintain/develop partner support.					
No	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
10.1	1,159,752	Provide an effective and responsive Assembly Secretariat	Full complement of staffing	Business Plan Objectives delivered	Annually WMRA
11.1	£10,000	Establish Corporate Training & Induction Plan for staff/members	2007-08 Corporate Training Plan New Member Induction Pack	Priority training funded and staff / members equipped for the role	Annually WMRA
12.1	£15,000	Implement a Members Allowances/ Expense Scheme	Allowances Scheme established	Ensure key posts are occupied	April 2007 WMRA
13.1	DCLG £132,771 ERN SLA £5,000 Total £137,771	Maintain a rolling Corporate Governance Action Plan for; Risk, Compliance and Probity	1. Corporate Governance Report to the Board 2. Internal Audit Report	<ul style="list-style-type: none"> ▪ Robust Systems ▪ Effective Financial Management ▪ Mitigated Risks 	Annually WMRA
13.1		Implement and Monitor Regional Code of Conduct for Planning	Regional Code of Conduct for Planning	Clarity and consistency of approach for members/officers	Ongoing WMRA
13.2		Provide Regional Leadership to ensure the aims of the Regional Concordat are achieved	1. Regional Concordat 2. Scrutiny review (see WS30)	Clarity on leadership roles and contributions of key organisations in light of RFA	Ongoing WMRA

COMMUNICATIONS (Work Strand 14)

Strategic Objective: To effectively communicate the purpose and work of the Assembly and help to create a positive profile for the Region

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
14.1	£50,000	Communicate the Assembly's work to members, partners, stakeholders, public and media	<ul style="list-style-type: none"> Annual Report and Business Plan produced Scrutiny/Strategic Review Annual report Electronic 'Update' newsletter for policy areas Annual Conference 	Raised profile of the work of the Assembly and key issues affecting the Region Greater comprehension of and engagement with the Assembly and its work.	June 07 Ongoing Ongoing Autumn 07 All WMRA
14.2		Support Regional Marketing Strategy	<ul style="list-style-type: none"> Support AWM in communicating key messages with Local Authorities 	More positive perception both within and outside the Region	Ongoing AWM & WMRA

Work Strands – Regional Planning, Housing and Transport

RSS IMPLEMENTATION, MONITORING AND CONFORMITY (Work strands 15, 16, 17)					
Strategic Objective: Provide a robust monitoring system to track the progress and implementation of the RSS. Continue to develop the Conformity Protocol for use by the RPB as a key tool for implementing the RSS with public and private agencies					
No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
15.1	£45,000	Provide an ongoing framework for the implementation of the RSS	Annually Refreshed Implementation Framework.	Implementation of RSS which delivers balanced and sustainable development	December 2007 WMRA
15.2		Support the submission of the Phase 2 Preferred Option	Phase 2 Draft Implementation Plan to be prepared to accompany the submission of the Preferred Option.	Clarity of implementation-related implications of the Phase 2 Preferred Option and strengthened evidence base for Examination.	June 2007 WMRA / wide partnership involvement
15.3		Support the RFA/CSR and associated processes and strengthen links with the implementation of the RSS	A report detailing key infrastructure investment requirements and their phasing.	Clarity of linkage between RSS and LDF/LTP Implementation plans and the planning of investing authorities (e.g. water, transport)	December 2007 WMRA
15.4		Produce a mechanism for promoting and monitoring the delivery of Regional Transport Priorities (RFA/TDP) that is robust, effective, efficient and easy to understand.	Revised Regional Transport Priorities programme	Strategic transport measures that demonstrate value for money and support behavioural/cultural changes, productivity and sustainability.	March 2008 RTP (RTOG RFA Sub-Group)

16.1	Reports £71,000 GIS £82,500 LAs	Provide an objective and cost effective assessment of the impact and implementation of the RSS	Publish the statutory Annual Monitoring Report and satisfy all associated requirements. 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	Feb 2007 WMRA
16.2	£58,500 Radar/OS £35,500 Total £247,500	To develop monitoring so that the interplay between policy areas and the RSS with other strategies are fully developed.	1) Publish an annual Employment Land study 2) Further develop the joint monitoring of the RHS and RSS through the annual Housing Market Report 3) Publish a biennial report considering the Green Belt 4) Hold an Annual Stakeholder Conference	Provide WMRA and its partners with an enhanced understanding of the regional context and interplay with other strategies	1) June 2007 2) Oct 2007 3) June 2007 4) Oct 2007
17.1	£20,000	Providing advice and an opinion of general conformity with the RSS on Local Development Documents	Percentage of advice provided to Local Planning Authorities within statutory timescales	Effective implementation of the RSS	Ongoing WMRA
17.2		Providing RSS general conformity advice on planning applications of regional significance	Percentage of advice provided to Local Planning Authorities within statutory timescales	Effective implementation of the RSS	Ongoing WMRA
17.3		Providing general conformity advice with the RSS in respect of pre-application enquiries.	Percentage of advice provided to the relevant enquirers within statutory timescales	Effective implementation of the RSS	Ongoing WMRA

RSS REVISION PHASE 1, 2 and 3 (Work strands 18.1, 18.2 and 18.3)

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

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
18.1.1	Phase 1 £30,000	Respond to consultation on Secretary of State's proposed changes to Draft RSS Phase 1 Revision	Response to proposed changes	Ensure the 'Proposed Changes' include appropriate policies to guide the long term renaissance of the Black Country	Summer 2007 WMRA
18.2.1	Phase 2 £75,000	Phase 2 -Prepare submission documents	Meet GOWM timetable set out in the Project Plan	Submission to Secretary of State	Dec 07 WMRA
18.2.2	Phase 3 Tech Work £145,00	Phase 2 - Technical work to support submission	Completed Dec 07 <small>Detailed timetable and topic list available on request.</small>	To ensure robust evidence base	Dec 07 WMRA
18.2.3		Assessment of preferred Option Refreshed urban capacity study	Anticipated summer 07 completed pre - RPB sign off	Submission has the support/ understanding of regional stakeholders	Jul 07 WMRA
18.2.4	Plans & Comms £70,000	Phase 2 - Sustainability Appraisal of Preferred Option	Submission of SA/SEA	An integrated process, to ensure the test of soundness is met.	Dec 07
18.3.1	Total £280,000	Phase 3 – 1 Draft Project plan Dates associated with Phase 3 are provisional and subject to a full risk assessment after the scoping study is completed 2 Technical work	Launch of Project Plan for consultation	To ensure that the draft project plan reflects all aspirations with achievable objectives	April 2007 TBA
18.3.2		Phase 3 – Analysis of consultation of PP	Analysis report	To ensure that the analysis feeds into the Section 4(4) briefs and development of Spatial Options	August 2007

18.3.3	See above	Phase 3 - SA / SEA	Technical work completed for development of spatial options	To ensure that Phase three is based on robust evidence base	Ongoing
18.3.4		Phase 3 – Project Plan	Publication of Project Plan	To set the parameters and timetable for phase3.	Sept 2007
18.2.5 18.3.5		Communication activity including producing publications and organising events	RSS Phase 2 Publications RSS Phase 3 launch materials Annual Monitoring Report and supplementary reports	Greater comprehension of and engagement with the Assembly and the RSS	Ongoing WMRA
20.1	£30,000	Support to ensure stakeholder engagement via RAWM and WMBC in Assembly work especially the RSS	Stakeholders engaged in all areas of Assembly's work especially RSS	Participation and influence of Assembly's activities and voice by all stakeholders	Ongoing 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 RSS

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
19.1	£40,000	Support the development of the Rural Renaissance agenda via RSS and Phase 3 Revision	Rural reference Group and Partners engaged and influencing work plan and technical reports	Rural communities enhanced in accordance with the RSS.	Ongoing WMRA and other key rural partners
19.2		Support for Urban Renaissance Agenda via City Regions	City Region activity clarified and agreement gained to coordinate investment.	Sub regional initiatives which contribute to the delivery of Urban Renaissance	Ongoing City Region partners inc WMRA
19.3		Advocate the RSS Renaissance Agenda via other strategies, organisations and initiatives	External strategies and initiatives with positive links to the RSS renaissance agenda	Renaissance of urban and rural communities in the region.	Ongoing, all regional and sub regional partners

TRANSPORT (Work strand 22)

Strategic Objective: Secure a transport infrastructure which supports the urban and rural renaissance of the West Midlands.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
22.1	£39,500	Support RSS Revision Phases 1,2,3	Revised policies in RSS	Outcomes of Phase 3 Revision will be behavioural/cultural changes	See Work Strand 18
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	Strategic transport measures that demonstrate value for money and support behavioural / cultural changes, productivity and sustainability.	Spring 2008 WMRA
22.3		Interface and converge the RTS with other strategic policies	Quarterly report identifying the RTS input to strategic consultations programmes	RTS objectives met and policies delivered	WMRA quarterly

HOUSING (Work Strand 25)

Strategic Objective: Provide advice to Government on regional housing allocations and support phases 1, 2 and 3 of the RSS Revision.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
25.1	DCLG RA £25,000	Support to the RSS Review	Affordable Housing calculations, updated policy CF 5 in the RSS	Place making for mixed and balanced communities	Dec 2007 RHE
25.2	DCLG RH £93,790 Hsg Partners	Regional Allocations Strategy	A Regional Allocations Strategy 2008-11 fully consulted on with appropriate partners and submitted to Ministers	Clear advice and guidance for Ministers	July 2007 RHE
25.3	£85,000 Total £203,790	Gypsies and Travellers bids	To receive bid evaluations and report advice to RHE	Advice to Ministers on bids to be funded in line with RSS policy	Ongoing tba RHE

ENVIRONMENT AND WASTE PLANNING (Work Strand 26)

Strategic Objective: Support phases 1, 2 and 3 of the RSS Revision and ensure that new Government guidance is heeded and put into practice at the regional level.

No.	INPUT £	Process	Outputs	Outcome	Date / Who
26.1	LAs £43,500	Development of policy and technical work into RSS Phase 2 Revision and Phase 3	Regional Waste Strategy within RSS.	Greater certainty over provision of waste facilities	July 2007 RTAB/WMRA
26.2	Tech Work £20,000 Total £63,500	Work with regional agencies NE, EA, EH etc to secure mutual & shared benefits.	Example : Development of Black Country Brownfield Land Action Plan Complete pilot studies on BEAs and carry into further areas	Acceleration of remediation of derelict and contaminated land Integrated approach to biodiversity enhancement	Various partners and dates tba

SUSTAINABLE DEVELOPMENT (Work Strand 27)

Strategic Objective: Support phases 1, 2 and 3 of the RSS Revision by ensuring a robust Sustainability Appraisal is in place. Leading the West Midlands climate change agenda.

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
27.1	SA RSS £55,000	Sustainability Appraisal of RSS Partial Review Phase 2 and 3	Report; Sustainability Appraisal of RSS Partial Review Phase 2 Preferred Option	Ensure a sustainable RSS	Dec 2007
27.2	Climate Change £20,000	Sustainability Appraisal of RSS Partial Review Phase 3	Report - Sustainability Appraisal of RSS Partial Review Phase 3	Fulfil mandatory requirement for RSS under Section 39(2) Planning & Compulsory Purchase Act 2004	Date tba
27.3	Total £75,000	Preparation for implementation of PPS on Climate Change	Toolkit to assess climate change impact of new developments	Reducing Co2 emissions from new developments	Date tba
27.4		Climate Change Task Force to Develop Climate Change Action Plan	Regional Climate Change Action Plan	Fulfil commitments of WMRA Climate Change Declaration	WMRA Jul 2007 Oct 2007
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) Promote RSDF and its use in development and review of all regional strategies	Deliver technical and policy advice on SD to WMRA Partnerships and Officer networks Update RSDF in line with "Securing the Region's Futures"	Demonstrate leadership on SD as outlined in DTI/ODPM/DEFRA's "Securing The Region's Futures" Integration of SD principles	Ongoing October 2007

ECONOMY AND CENTRES (Work Strand 28)**Strategic Objective: Support phases 1, 2 and 3 of the RSS Revision and ensure that the revision process, use of evidence and development of policies is aligned with the RES Review.**

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
28.1	£39,000	Ensure work being undertaken in association with DCLG 'growth point' initiative is taken into account in the RSS Phase 2 Revision process	'Growth point' proposals reflected in the submission of the Preferred Option (and evidence base) to the Secretary of State	Ensure that monies available from the growth point initiative are drawn down to support key proposals within the RSS Phase 2 Revision Preferred Option	Dec 07 WMRA/ DCLG
28.2		Ensure effective alignment between the RSS (including on-going Phase 1,2 and 3 Revisions) and the WMRES Review	RSS Strategy and Policies integrated in the RES Review and vice versa	Economic development proposals in the RES review in line with the RSS aims for Urban and Rural Renaissance	Dec 07 WMRA/ REDOG

LEGAL (Work strand 29)**Strategic Objective: Secure appropriate legal support and advice in the development and implementation of the RSS.**

No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
29.1	£27,000	Ability to seek legal advice on matters relating to the WMRA role in issuing conformity opinions on LDDs and regionally significant planning applications	Effective and sound Conformity Protocol which is 'fit for purpose' and not vulnerable to legal challenge	Reduce the risk of legal challenge and financial threat to work programme	Ongoing WMRA

Work Strands - Scrutiny & Strategic Review

SCRUTINY AND STRATEGIC REVIEW (Work Strand 30)					
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.					
No.	INPUT £	Process	Outputs (KPI)	Outcome	Date / Who
30.1	DCLG £29,000 LSC £20,000	Scrutiny Reviews - AWM and economic performance <ul style="list-style-type: none"> • Access to Finance • Support for skills agenda • New Review 2 TBA 	<ul style="list-style-type: none"> • Completion of 2 Reviews • Scoping of one new Review • Publication of 2 Reports with recommendations for improvement 	<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 	Final reports in July 2007 and January 2008 New Review 2 starts Feb 2008 All WMRA
30.2	Total £49,000	Ongoing Scrutiny of AWM <ul style="list-style-type: none"> • AWM annual report • Monitoring recommendations • Implications of IPA outcome & Improvement Plan • Comments on AWM Corporate documents 	Annual Report to Assembly Annual report to SRG Report to SRG Submissions to AWM	Transparent accountability Understanding of progress Scrutiny and IPA coherence Reinforcing scrutiny issues	Oct 07/AWM Dec 07/WMRA/ AWM July 07/WMRA As required/ WMRA
30.3		Strategic Review Activity <ul style="list-style-type: none"> • Approach to Post 16 education, training and skills • Effectiveness of Concordat • Transport 	Two final reports One draft report	Improved understanding of Regional Partner roles Identification of issues Improved regional working	Final reports Oct 07 and April 08 Draft report Feb 08 All WMRA
30.4		ERN Regional Accountability Group	Four meetings	Shared good practice	Quarterly Assemblies

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	Date / Who
31.1	DCLG £10,000	Support Regional Health Partnership meetings and then publish work plans	Meetings held and work plans advanced	Work plans carried forward and targets met	Ongoing
31.2	DoH £19,687	Consult and publish a Regional Health and Wellbeing Strategy	Consultation held on draft strategy	Improving health and well being across the West Midlands long term	Consultation Feb-May 07 Launch June 07 (led RHP/WMPHG)
	Total £29,687		Strategy published		
31.3		Lead and support development of Big Lottery Fund Regional Well Being bid 'Living Well in the WM'	Submission of stage 2 regional bid for the Big Lottery Well Being Fund	Stage 2 bid submitted to the BLF	March/April 2007 WMRA
EUROPE (Work Strand 32)					
Strategic Objective: Ensure the West Midlands is able to influence EU policy and funding programmes to benefit the Region.					
No.	INPUT £	Process	Outputs	Outcome	Date / Who
32.1	£15,000	Establish WM EU Connects to facilitate transnational working—initially focussing on projects relating to the EU programmes for Life Long Learning and Competitiveness and Innovation	Unit established and working to deliver project plan	Partner resource for better co-ordination of specific elements of transnational activity, such as partner search Additional EU funds to region.	April 2007 WMRA/AWM /WMIe

32.2		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 working group established and working to deliver the priority, planning phase	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	likely to commence Autumn 2007 WMRA – with agreement from partnership programme
32.3		Jointly host regional European Partnership event with West Midlands in Europe; to showcase successful regional projects and identify policy developments and funding opportunities in future	Annual event held	Partners better informed and more aware of activity within the region, policy developments and funding opportunities	Autumn 2007 WMRA/WMiE

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	Date / Who
33.1	£10,000	Develop and oversee the implementation of the 2008/09 Action Plan for the Equality & Diversity Partnership, with particular reference to community cohesion	Regional Leaders' Summit Action Plan for 2008/09	Improvements in relation to equality & diversity, social inclusion and community cohesion issues across the region and the "equalities" strands	January 2008 March 2008 WMRA/EDP
33.2		Develop a model for the regional CEHR presence for the West Midlands and support its introduction in the Region	Model recommended to DCLG [and ultimately to the CEHR]	A regional CEHR presence meeting needs of stakeholders across the various "equality" strands and the needs of both employers and employees	Autumn 2007 WMRA

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.	Provide WMRA input into relevant national & EU agendas	Better understanding of WM community cohesion agenda by Government & EU	WMRA

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	Date / Who
34a.1	£9,000	Support the preparation of the new Regional Cultural Strategy (inc tourism) and subsequent action planning	Range of cross-sectoral and policy links reflected in Strategy development	Co-ordinated cross-sectoral working between local & sub-regional partnerships & regional agencies at a strategic level	Lead Culture Consortium with WMRA July 2007
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	A region capitalising on opportunities from the 2012 Games with well-developed legacy plans	Ongoing
34a.3		Support policy leads for Phase 2 and Phase 3 of the RSS revision by ensuring input from the cultural sector	Cultural issues and opportunities reflected fully in both phases of RSS revision and subsequent RSS implementation	RSS that helps make the WM a special place; contributing to prosperity and health for all	See WS18 WMRA/CWM/ SportEngland WM et al

SKILLS (Work Strand 34b)

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

No.	INPUT £	Process	Outputs	Outcome	Date / Who
34b1	£1,000	Supporting the Regional Skills Partnership	Assembly observer status on the RSP Board 'Skills Conversation' event	Improved two way information Informed and co-ordinated local and regional activity	On-going Nov 2007 WMRA
34b.2		Ensuring RSS and WMRES consistent on skills issues in terms of policy/implementation	Co-ordination of WMRES and RSS review processes and consistency of policy options.	Integration between RSS and WMRES on regional skills issues	On-going WMRA / AWM

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	£10,000	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	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	WMRA ongoing
35.2		Regional Rural Accord Group	Support from WMRA to the Regional Rural Accord Group	Effective delivery agencies working at a strategic level to provide technical advice and to ensure the RDF is delivered	Accord Partners Ongoing

35.3		Regional Rural Proofing of RSS Phases 2 and 3, Regional Health & Wellbeing Strategy, Regional Cultural Strategy and the Regional Heritage Strategy	RSS Phase 2 Preferred Option July 07 RSS Phase 3 Options Dec 07 Health & Well-being July 07 Culture October 07	Rural areas valued and benefiting from growth are not unduly disadvantaged	Ongoing WMRA and other partners
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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	Date / Who
37.1	DCLG £10,000	Lead the development and implementation of the West Midlands Regional Forestry Framework (WMRFF)	Preparation of the rolling action plan 2007-2010; completing the third year of implementation	Viable inclusive forestry and woodland sector benefiting from co-ordinated activity, closer partnership and networking	June 2007 WMRFF
37.2	GOWM, Natural England, Forestry Commission	Collecting and collating data and information in order to compile the Annual Report 2006-2007	Publishing Annual Report 2006-2007	Providing Forum partners, networks and stakeholders with an enhanced understanding of progress of the WMRFF	July 2007 WMRFF
37.3	£65,000 Total £75,000	Linking the work of the Action Plan Manager to the Assembly policy partnerships and RSS Implementation, ensuring a forestry dimension to all policy development/implementation	Reports and updates for Assembly task groups, officer groups and partnerships	Forestry policy effectively driven into other RSS implementation	March 2008 WMRFF

Financial Summary & Bid Profile 2007-08

INCOME	WS	Budget	Planning	Non Plan	Bid 1 (P)	Bid 1 (NP)	Bid 2 (P)	Bid 2 (NP)	
DCLG Assembly Funding	1	2,423,712	1,938,898	484,814	933,124	234,232	1,005,774	250,582	
DCLG RHE Funding	2	93,790	93,790		46,895		46,895		
Partners Support RHE	3	85,000	85,000		85,000		0		
LSC Support for Scrutiny	4	20,000		20,000		20,000			DCLG Planning & Hsg
Forestry/Rural Partners	5	65,000		65,000		65,000			2,117,688
Department of Health	6	19,687		19,687		19,687		0	-85,000
English Regions Network	7	5,000		5,000		5,000		0	2,032,688
Total		2,712,189	2,117,688	594,501	1,065,019	343,919	1,052,669	250,582	
EXPENDITURE							2,117,688	594,501	
Corporate									DCLG Non Planning
Staffing	10	1,160,441	817,075	343,366	408,538	171,683	408,538	171,683	594,501
Staff Training (CPD)	11	10,000	7,300	2,700	7,300	2,700	0	0	-109,687
Members Allowance	12	15,000	10,950	4,050	0	0	10,950	4,050	484,814
Operational	13	137,771	100,573	37,198	50,286	18,599	50,286	18,599	
Communications	14	50,000	36,500	13,500	18,250	6,750	18,250	6,750	Planning Staffing
<i>Sub Total</i>		1,373,212	972,398	400,814	484,374	199,732	488,024	201,082	73% of cost
Planning, Housing & Transport									Non Planning Staff
Implementation	15	45,000	45,000		22,500		22,500		27% of cost
Monitoring	16	247,500	247,500		74,250		173,250		
Conformity	17	20,000	20,000		10,000		10,000		Bid 1 Planning & Hsg
RSS Revision Phase 1	18a	30,000	30,000		30,000		0		1,065,019
RSS Revision Phase 2&3	18b	280,000	280,000		140,000		140,000		-85,000
Urban & Rural Renaissance	19	40,000	40,000		20,000		20,000		980,019
Increase Partnering/Participation	20	30,000	30,000		15,000		15,000		
Transport	22	39,500	39,500		19,750		19,750		Bid 1 Non Planning
Housing	24	203,790	203,790		144,395		59,395		343,919
Environment	26	63,500	63,500		31,750		31,750		-109,687
Sustainable Development	27	75,000	75,000		37,500		37,500		234,232
Economy	28	39,000	39,000		19,500		19,500		
Legal Expenses	29	27,000	27,000		13,500		13,500		
<i>Sub Total</i>		1,140,290	1,140,290	0	578,145	0	562,145	0	Other Funded Activity
Strategic Review	30	49,000		49,000		34,500		14,500	Income 3 : Exp 24
Policy Integration Development									Income 4 : Exp 30
Health	31	29,687		29,687		24,687		5,000	Income 5 : Exp 37
Europe & International Policy	32	15,000		15,000		7,500		7,500	Income 6 : Exp 31
Social Inclusion	33	10,000	5,000	5,000	2,500	2,500	2,500	2,500	Income 7 : Exp 13
Culture & Skills	34	10,000		10,000		5,000		5,000	
Rural	35	10,000		10,000				10,000	
<i>Sub Total</i>		74,687	5,000	69,687	2,500	39,687	2,500	30,000	Total cost less other income contributions = DCLG funding
Other Activities									
Forestry	37	75,000		75,000		70,000		5,000	
<i>Sub Total</i>		75,000	0	75,000	0	70,000	0	5,000	
Total		2,712,189	2,117,688	594,501	1,065,019	343,919	1,052,669	250,582	

Flat Cash Three Year Budgets 2007-2010

It is noteworthy that the Assembly constantly strives to reduce overheads by securing savings through efficiency gains, effective tendering, securing sponsorship and attracting contributions from partners that were in excess of £400,000 in 2006-07. In addition, we have recently undertaken a review of our senior management structure to create closer integration with WMLGA resulting in a single Chief Executive and smaller management team, to deliver efficiencies across both organisations. Whilst this process has delivered significant efficiencies that have been reinvested in the broader delivery structure, clearly this cannot be replicated year on year and staffing levels are at the minimum required to deliver the breadth of our work programme.

A stand still budget clearly does not take account of natural inflationary increases on fixed overhead costs and nationally negotiated pay awards. For budgetary purposes, we can expect increases in costs of around 2.5% - 3%.

There remains little 'room for manoeuvre' following this review, therefore the options available to meet any shortfall would be;

- **Securing additional contributions from partners** – this is only possible if appropriate projects are identified for 'match' funding, however all public sector partners without exception will be feeling the 'squeeze' of CSR07 and unlikely to have resources to support core costs.
- **Reduction in services delivered** - the target for service delivery cuts in this scenario would have to be non-statutory functions such as work streams set out in the Policy Integration work strands 31 to 37. However there is a very real risk in targeting Policy Integration that funding from partners contributing to Assembly work programmes would also likely then be lost and be hard to recover.

Aside from the reduction of budgets and services, we should not underestimate the value of our ability to secure a partnership approach to the co-ordination and integration of decision making. This would be constrained, and delivery of regionally significant activities would be severely jeopardised as a result of funding cuts.

WMRA is highly regarded by its regional and national partners as the organisation that brings not only coherence and co-ordination to the regional agenda, but also strives to balance the competing pulls of our social, environment, economic and quality of life ambitions. We believe no other options are viable and are certain that neither stated option will prove acceptable to regional partners or Government. WMRA's regional partners including Government Office are already acutely aware of the incredible value for money WMRA delivers and the important role it plays at the regional level of governance and strategic delivery.

3 Year Flat Cash Budgets

INCOME	WS	2007-08	2008-09	2009-2010
DCLG Assembly Funding	1	2,423,712	2,478,212	2,478,212
DCLG RHE Funding	2	93,790	0	0
Partners Support RHE	3	85,000	0	0
LSC Support for Scrutiny	4	20,000	0	0
Partner Support Forestry/Rural	5	65,000	55,000	55,000
Department of Health Support	6	19,687	0	0
English Regions Network SLA	7	5,000	5,000	5,000
Total		2,712,189	2,538,212	2,538,212
EXPENDITURE				
Corporate				
Staffing	10	1,160,441	1,106,807	1,106,807
Staff Training (CPD)	11	10,000	15,000	15,000
Members Allowance	12	15,000	17,000	17,000
Operational	13	137,771	145,500	145,500
Communications	14	50,000	35,000	35,000
<i>Sub Total</i>		<i>1,373,212</i>	<i>1,319,307</i>	<i>1,319,307</i>
Planning, Housing & Transport				
Implementation	15	45,000	60,000	60,000
Monitoring	16	247,500	272,000	272,000
Conformity	17	20,000	20,000	20,000
Revision Phase 1	18a	30,000	10,000	10,000
Revision Phases 2 & 3	18b	280,000	225,000	225,000
Urban & Rural Renaissance	19	40,000	40,000	40,000
Increase Partnering/Participation	20	30,000	30,000	30,000
Transport	22	39,500	39,500	39,500
Housing Executive	24	203,790	150,905	150,905

Environment	26	63,500	68,500	68,500
Sustainable Development	27	75,000	50,000	50,000
Economy	28	39,000	39,000	39,000
Legal Expenses	29	27,000	27,000	27,000
<i>Sub Total</i>		1,140,290	1,031,905	1,031,905
Strategic Review	30	49,000	31,000	31,000
Policy Integration & Development				
Health	31	29,687	10,000	10,000
Europe & International Policy	32	15,000	15,000	15,000
Social Inclusion	33	10,000	9,000	9,000
Culture & Skills	34	10,000	10,000	10,000
Rural	35	10,000	20,000	20,000
<i>Sub Total</i>		74,687	64,000	64,000
Other Activities				
Forestry	37	75,000	92,000	92,000
Regional Energy	38	0	0	0
<i>Sub Total</i>		75,000	92,000	92,000
Total		2,712,189	2,538,212	2,538,212

	Year 2 08-09	Year 3 09-10
-2.5%	2,416,257	2,355,850
flat	2,478,212	2,478,212
+2.5%	2,540,167	2,603,671

Priorities for 2008-10 and Budget Scenarios

Years 2 & 3: - 2.5% Budget Reduction Scenario

This Business Plan and Budget demonstrates that DCLG and our regional partners get real value for money. The Assembly operates a very lean and cost effective regional function. There is no real scope within this business plan to accommodate budget cuts. The inevitable conclusion to be drawn is if that budget cuts were imposed, then this would be disastrous for the work of this Assembly and we would very reluctantly seek to reduce in what are our core and statutory duties. Whether such cuts are made in staffing levels or operational costs, the impact will be severe and damaging to the progress made in this Region and Government's ability to deliver its agenda.

We have not attempted to identify exactly where we would make cuts, as at this point in time it is almost impossible to determine against exact work programmes. We are charged by Government to deliver the RSS and our role is to decide how this can be developed in the best interests of the Region. Cuts to this programme, and of this scale of reduction, would undoubtedly be disastrous and will seriously damage the whole process and the future sustainable development of the region.

However in accordance with the business planning guidance our scenarios for consideration would be;

One – Impact on RSS Revision Phase 1

The challenge to implement the Black Country Study is significant. The Assembly will be required to take a strong leadership role with the Black Country Consortium to deliver the aspirations of the Study. This will involve the Assembly bringing partners from the private, public and voluntary sectors together to work up regeneration proposals, establish appropriate regeneration vehicles and ensure that the collective effort is sequenced for maximum impact. This activity is resource intensive any diminution of funding would severely impair this area of work.

Two - Impact on RSS Revision Phase 2

Any budget reduction imposed could prevent WMRA continuing its facilitation and brokerage role to secure the implementation of the preferred option – not least the delivery and distribution of housing in the correct numbers and type. DCLG will already be aware of the key role that WMRA has played to date in securing the continued input of 38 local authorities into a process which many of them have strong reservations about. Were WMRA forced to drop that facilitation and brokerage role, DCLG would in all probability be required to take a much more hands on and/or prescriptive approach and deal directly with local authorities.

Three – Impact on RSS Revision Phase 3

There is no doubt that the ability of WMRA to complete RSS Revision Phase 3 to the standard that WMRA and DCLG require will be put at real risk. We would in all probability have to review the timing of Phase 3. Furthermore the Revision could run the risk of being ‘under-evidenced’, with subsequent policy revisions being open to challenge.

Four – Impact on Scrutiny and Strategic Review

WMRA’s ability to run an effective scrutiny and strategic review process must also be considered in terms of impact of reduced funding. This process is now highly valued by our regional partners, including AWM and GOWM, as well as Government. All parties recognise that the scrutiny process secures improvements in the way services are delivered by the Regional Development Agency, and the strategic review process secures a range of benefits that include a greater coherence of regional policies across different agencies.

Years 2 and 3: +2.5% Budget Increase Scenario

In effect this nominal increase year on year on our budgets will in reality just cover increased costs from national pay awards and general inflation and maintain the momentum of our work programme as outline in this business plan. However if there was a real increase above inflationary levels we would consider one of the following options as appropriate;

- Sub-Regional activities focussing on the delivery of the new housing numbers, especially affordable housing.
- Enhanced activity or speedier progress on our shared regional climate change agenda.
- Further progress around our Equalities and Diversity and Community Cohesion work.
- Development of our valued scrutiny role across the region.

2007 Risk Register

As part of the Assembly's business planning process, we have undertaken a risk analysis for all work strands. This involved the assessment of a range of likely threats or challenges against a matrix of three levels of likelihood (chance) and consequences (impact) giving a numerical value to indicate priority.

Work Strand Number	Description of Risk	Likelihood x Impact						Risk Value	Timescale Long / Medium/ Short term	Control and Mitigation (Current and future actions)
		H	M	L	H	M	L			
		3	2	1	3	2	1			
Staffing 10.1	Insufficient staff resource to effectively deliver the work programme	X			X			9	Long	Engagement with GOWM/DCLG to ensure sufficient funding levels and work to maintain/develop partner support.
Training 11.1	Insufficient training budget to meet skill/development needs		X				X	2	Short	Combined WMLGA/WMRA training budgets supporting a corporate training plan with priority needs identified via annual development reviews.
Member Allowance Scheme 12.1	Insufficient funds to provide for an allowance scheme		X			X		4	Short	Engaged Independent Remuneration Panel to recommend realistic scheme framework and build costs into budget planning processes
Operational 13.1	Lack of sign up to Regional Code of Conduct for Planning		X			X		4	Medium	Good communication and engagement with stakeholders to ensure understanding of benefits.
13.2	Assembly leadership role not recognised			X			X	2	Long	Demonstrate and promote leadership role eg as RPB through positive messages in Annual Monitoring Report and scrutiny of AWM and resultant change/better practice and value for the Region.
Partnering 20.1	Poor engagement from key sectors			X		X		2	Medium	Secure support for engagement process via a Service Level Agreement detailing clear expectations from the business sector and other sector. Peer pressure from Concordat partners.

Comms 14.1	Lack of resources to effectively deliver Communications Strategy		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	Long	Ensure colleagues notify FOI lead as soon as the request is received to ensure maximum time period is available to respond to request
Imp'tation 15.1	Lack of key partner engagement		X		X			6	Medium	Work with partners to ensure good awareness of the RSS and to encourage participation to enable wide ownership of the RSS so that alignment of other strategies and work streams occurs.
15.2	Insufficient funds to take forward infrastructure assessment of housing options work to support preferred option		X		X			6	Short	Further utilise the wholly partnership-based approach employed for the initial study.
15.4	Failure to produce a mechanism for promoting/monitoring the delivery of Regional Transport Priorities.			X	X			3	Short	Engagement with Regional stakeholders (via RTP) in open, transparent and inclusive process
Monitoring 16.1	DCLG increase monitoring requirement without commensurate increase in resource allocation. .2.1		X			X		4	Medium	Via ERN ensure monitoring requirements are kept at a reasonable and realistic level.
Conformity 17.1	RPB unable to attend Public Examinations and Inquiries to assist Planning Inspectorate and defend the RSS.	X				X		6	Long	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.
Revision P1 18a.1	Failure to develop and submit the Phase 2 Preferred Option submission within the agreed timescale.		X		X			6	Short	To prepare a detailed project work plan and monitor its implementation. Regular meetings with GOWM to monitor delivery of the project plan.

18a.2	Insufficient resources to undertake technical work required to support the Phase 2 submission.		X		X			6	Short	Effectively use funding resources and prioritise technical work required to support the submission and draw upon partner organisations to provide.
18a.3	Lack of key stakeholder engagement			X		X		2	Short	Undertake activities to ensure increased awareness and stakeholder input, including, seminars, the use of Reference Groups and existing partnerships.
18a.4.	Failure to integrate the Sustainability Appraisal in the Phase 2 Preferred Option.			X	X			3	Short	Phase 2 Preferred Option Project Work Plan to be developed set out the timescales for developing preferred options. Integrate SA stages in the detailed work plan for the Preferred Option and monitor its implementation. Regular meetings with GOWM to monitor delivery of the project plan.
18.2.4.	Lack of stakeholder input due to time constraints		X			X		4	Short	Ensure wider consultation and stakeholder input into the development of the Draft Project Plan, including the use of Reference Groups and existing partnerships.
18b.2	Insufficient resources to deliver phases 2 and 3 of the RSS simultaneously.		X		X			6	Short/ Medium	Phase 3 Scoping Study to establish parameters and resource demand. Revision of the Management Plan in light of findings.
18b.3	Insufficient resources to undertake analysis of consultation responses to Project Plan			X	X			3	Short/ Medium	Ensure Phase 3 project planning and budget have factored in costs related to analysis.
18b.4	Insufficient resources to undertake Phase 3 technical work/SA to support the development of the spatial options			X	X			3	Short/ Medium	Scoping study and draft project plan to be developed to ensure Phase 3 process reflects aspirations. Outcome will inform and prioritise technical work required and timeframe for undertaking SA. Secure partner support & funding.

18.2.4	Lack of resources to fulfil mandatory requirement for RSS 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
18.3.4	Lack of resources to fulfil mandatory requirement for RSS 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 .
Urban/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 RSS.		X		X			6	Short	Facilitate engagement of City Region 'players' at all levels to secure ownership and implementation of RSS.
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.
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	Long	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.		X		X			6	Short-medium	Promote affordable housing guide. Review performance of delivery agents and take action.
25.2	Failure to deliver Regional Housing Allocations Strategy 07/08			X	X			3	Short	Early work with partners and Housing Corporation / seek advice from DCLG contacts at earliest opportunity.

25.3	Lack of Support from partner organisations, GOWM, HC, EP, AWM			X	X			3	Short	Ensure partner colleagues are fully involved in RHE work programme / make them aware of implications posed by RHE failing to deliver on this.
Environment 26.1	Failure to produce Waste Strategy	X			X			2	Medium	Develop strong partnerships, clear time-table and secure support from key players.
SD 27.1	Lack of resources to fulfil mandatory requirement for RSS 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 mandatory requirement for RSS 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.
27.3 + 27.4	Lack of resources to deliver Climate Change Action Plan or deliver RSS responsibilities outlined in DCLG's PPS on Climate Change 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		3	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	1	Short	Engagement with stakeholders to update and promote RSDF and review budget together with priorities.
Economy 28.1	Growth proposals not consistent with the RSS. RSS 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 RSS Revision process.

28.2	RES and RSS policies relating to economic development and employment land do not align and support the urban and rural Renaissance Goals of RSS.			X	X			3	Short	Through ongoing interaction at members and officer level ensure that the RES review and RSS revision develop in a mutually supportive way. WMRSS/RES Working Group and RSS Strategic Management Group in place to identify problems and solutions.
Legal 29	Inability to provide effective legal advice across our planning functions.		X			X		4	Medium	Establishment of a Legal Support Group with partners across the Region to provide early advice, and develop effective protocols to minimise risks and challenges.
Scrutiny 30.1	Lack of resources to undertake effective scrutiny reviews		X		X			6	Medium	Influencing DCLG to ensure adequate resources to support scrutiny, working with partners to share costs and make best use of resources within region and review budget together with priorities
30.1	Deterioration in good relationships with Advantage West Midlands		X			X		4	Short	Continuation of well respected scrutiny process, working to maintain good working relationships at officer level to ensure potential problems/issues are resolved
30.1 30.3	Lack of involvement by regional and sub regional partners			X	X			3	Medium	Work with partners to highlight value of scrutiny and strategic review and to revise review scoping documents as appropriate
30.3	Lack of agreed funding from LSC			X	X			3	Short	Approach to education, training and skills strategic review not carried out
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	WM EU Connects dependent on funding from both AWM and Technical assistance (GOWM) Risk = funding not forthcoming from these key players			X		X		2	Short	Seek alternative sources of funding or remove from work programme.
32.2	WMRA likely to be asked to lead the Transnational Priority (approx £500k pa over 7 years) but subject to the agreement of partners. Risk = partner agreement not forthcoming			X			X	1	Short	Mitigation; keep Assembly Board and partners well informed of progress. Decision required on future action when status of funding known.
Social Inc 33.1	Lack of co-ordination on social, cohesion, equality & diversity issues within the region. More difficult to raise issue – no single route to Govt.	X				X		6	Medium	Continue to work with Partners including DCLG to raise awareness of related issues and influence others to ensure that they are not overlooked.
33.2	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.		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.

	Negative impact on sustainable, economic and cohesion aspects, such as access to services.									
33.4	As above for national and European strategies – West Midlands one of the largest regions in Europe.		X		X			6	Medium	As above.
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.
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.
34a.3	RSS does not properly reflect and integrate cultural issues.		X			X		4	Medium	Support the cultural sector's involvement in RSS Phase 2 & 3 revisions.
Skills 34b.2	Regional skills priorities fail to reflect and address needs of regional strategies especially RSS		X			X		4	Medium	Broaden involvement in development of Regional Skills Partnership priorities.
Rural 35.3	Insufficient priority for rural issues in regional strategy and delivery mechanisms.			X	X			3	Short	Strengthen rural proofing and the role and activities of the Regional Rural Affairs Forum and supporting groups.
Forestry 37.1	Failure to get buy-in to Action Plan 2007-2010		X			X		4	Medium	Furthering engagement with partners and work programmes.
37.3	Lack of partnership funding for Action Plan Manager and work programmes		X			X		4	Medium	Lobby GOWM, AWM, Forestry Commission, Natural England and Environment Agency seeking avenues of alternative funding and review budget together with priorities.