

26 November, 2018

Walsall Economic Board

Ward(s) All

Portfolios: Cllr A Andrew - Regeneration

Executive Summary:

Leadership and influence from all sections of Walsall society are brought together via a range of strategic partnership groups, which help to identify and address the priorities for the Borough that are set out the Walsall Plan. Established in 2012, Walsall Economic Board (WEB) is a valuable mechanism through which the private sector is engaged in strategic partnerships with the public and voluntary sectors in Walsall. Members are drawn predominantly from strategically important companies across the borough, and as a mature board there is now a diverse membership that reflects a cross section of key Walsall employment sectors. The current Terms Of Reference are attached as Appendix 1, with the membership of the WEB attached as Appendix 2.

It differs from most other boards within the Walsall Partnership governance structures in that it is non-statutory and is private sector led, with members attending on a voluntary basis. This lends WEB a unique and valuable perspective, but also raises challenges around resourcing the Board's work-streams, which is provided through the Economy & Environment Directorate.

The WEB's priorities are drawn from the Walsall Strategic Economic Plan (SEP), approved by Cabinet in October 2015 it sets out the priorities for the borough under the themes of; People, Place and Business. The SEP also includes the Walsall Borough Economic Framework, attached as Appendix 3, that sets out on one page how the variety of key documents and strategies link, together with the Walsall Economic Board's two overarching priorities, which are:

- 1. Creating a business environment that supports job creation; and***
- 2. Ensuring people possess the skills to enter and progress in work.***

Members of WEB were active in identifying priorities for the Walsall Plan 2017-20, and have been allocated those which most closely align to their overarching priorities to sponsor and support. The 'Obsession' chosen by WEB is:

'Quality Apprenticeships for all Ages'.

The Board currently has two active sub-groups, who are tasked with taking forward agreed key priorities, they are;

The Employment and Skills Board, which is well established, and owns and coordinates activity to ensure people possess the skills to work and support growth, its Terms of Reference, membership and work-streams is attached as Appendix 4, with key achievements from two key programmes, Walsall Works and Impact illustrated in Appendix 5 and 6.

The Health and Economy Board, was established in early 2018 after the Walsall Plan highlighted a number of potential areas of collaboration between the WEB and the Health and Wellbeing Board; it includes representatives from both boards and is initially working on demonstrator projects focus on; healthy workforces and Corporate Social Responsibility.

Reason for scrutiny:

Following discussion of Partnership structures across Walsall at previous meetings, Scrutiny Overview Committee requested to meet with representatives of the various boards as part of the Walsall Plan governance model. The purpose being for the Panel Members to better understand the role of Walsall Economic Board, its membership and structure, the work it is doing and the impact that it is having.

Recommendations:

That, subject to any comments members may wish to make, the committee note the report.

Resource and legal considerations:

There are no direct legal or financial implications arising from this report.

Council Corporate Plan Priorities:

Walsall Economic Board has adopted priorities that align and support most Corporate Plan Priorities to some extent, but are directly linked to:

- Economic Growth for all people, communities and businesses.

The Board additionally supports some of the outcomes under the priorities of:

- People have increased independence, improved health and can positively contribute to their communities;
- Children have the best possible start and are safe from harm, happy, healthy and learning well;
- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.

Citizen impact:

There are no implications for citizens arising from this report, however the priorities upon which Walsall Economic Board focuses aim to have a positive impact on the lives of all Walsall citizens. Appendix 7 sets out the overall positive impact the work of the Economic Board, together with key partners across Walsall is having on the borough.

Environmental impact:

There are no environmental implications arising from this report.

Performance management:

Walsall Economic Board members support the achievement of key work-streams in the achievement of its two key aims. They are supported by staff from the Economy & Environment directorate, which also contributes towards a positive impact on a number of the performance measures outlined in the Corporate Plan.

Economy & Environment Directorate staff provide returns on key measures and their performance, some of which are in real time, for example: details in relation to the Walsall Works and Impact programmes, with some being annually measured by others.

Appendix 5 and 6 detail the outcomes achieved so far by the Impact and Walsall Works programmes, together with a snapshot (Appendix 7) of the impact they together with key partners from across the borough are having on the economy of Walsall, supported by the Walsall Economic Board and its sub groups and partners.

Reducing inequalities:


The Corporate Plan outlines the Council's vision that "inequalities are reduced and all potential is maximised"; the priorities of Walsall Economic Board are aligned to assist in achieving that vision.

Consultation:

No specific consultation has been carried out, but this report has been informed by general discussions at Walsall Economic Board about its role, membership, priorities and impact.


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1. Role and Membership

- 1.1 Walsall Economic Board (WEB) was established in 2012 to provide an effective forum, bringing together private and public sector employers from across the borough, its Terms of Reference are attached as Appendix 1. Members are drawn predominantly from strategically important private sector companies across the borough, as a mature board it has a diverse membership that reflects a cross section of strategically important employers representing our sectors, members are attached as Appendix 2.
- 1.2 Unlike most other boards in the Walsall Plan governance model, WEB is not a statutory board; its members provide their time and expertise because they have share an interest in strengthening the local economy and maximising the wellbeing of residents. Many companies represented have deep and longstanding roots in the borough – they recognise the importance of a strong and vibrant local economy and a skilled and healthy local workforce.
- 1.3 There is a high level of engagement, and a willingness to review and diversify membership where necessary. Prospective members must actively apply and be accepted to join the Board. Importantly, this process requires them to reflect on their reasons for doing so and the qualities that they can bring to the role.
- 1.4 WEB is chaired by a private sector representative, selected by the members. While meetings are not open to the public, partners from across Walsall, the Black Country and West Midlands are regularly invited to present and contribute to agenda items. WEB is committed to transparency and is developing its web presence on Walsall.com, publishing member biographies, meeting details and other key information.
- 1.5 Private sector membership on WEB is complemented by representation from public and voluntary sectors, where this collaboration is important to supporting inclusive economic growth. In some cases an individual has been specifically nominated to join the Board because of their particular background or area of expertise, while some roles automatically convey membership (such as the Portfolio Holder for Regeneration, Principal of Walsall College, or Chief Executive of One Walsall).
- 1.6 As WEB members are drawn primarily from the private sector, their involvement is largely based on goodwill and commitment to the borough. Commercial interests and demands placed on their time often mean that they are less able to refocus their 'day job' and/or company resources to tackling partnership priorities.
- 1.7 While this is not necessarily a problem in itself – it does mean that challenges exist to resource the work of the WEB, and to push forward key initiatives etc. Staff from within the Economy & Environment directorate have limited resources, but are providing support and achieving much success. It's important that a balance is maintained between utilising the vast experience and influence of WEB members, and overburdening them with additional responsibilities to the extent that they are no longer able to sustain their role.

- 1.8 Officers within the Council's Economy & Environment Programme Management team act as secretariat for the Board and support its work-streams, drawing in additional officers and partners as necessary. Options are being explored to secure additional dedicated resource time moving forward.

2. Current Priorities

- 2.1 The work of WEB is guided and informed by the insight that is gathered through the Local Economic Assessment (LEA) process – which itself underpins the Walsall Strategic Economic Plan (Walsall SEP). Adopted in 2015, and subject to review in 2018/19, the Walsall SEP sets out the detailed economic priorities for the borough under the themes of People, Place and Business.
- 2.2 It has long been recognised that economic development is not an issue that Walsall can address in geographical isolation. So the Walsall SEP forms part of a broader economic landscape, aligned to sub-regional Black Country Local Enterprise Partnership and regional West Midlands Combined Authority strategic economic plans. This 'Economic Framework' is set out in Appendix 3.
- 2.3 WEB has identified two overarching priorities where they can make a difference:
- Creating a business environment that supports job creation
 - Ensuring people possess the skills to enter and progress in work
- 2.4 WEB is a vehicle for collaboration between the private, public and voluntary sectors on a range of levels. This clearly has multiple benefits, some key ones being:
- it allows the voices and experience of businesses to be reflected at a strategic level (in documents such as the Walsall Plan, or the Local Integration Strategy) ensuring we better understand how to address our priorities.
 - local partners can tap into the expertise of the private sector, with opportunities to work alongside local employers to understand what works, and to develop and trial programmes that can then be rolled out more widely to businesses across Walsall.
 - bids for major funding and investment (such as the M6 Junction 10 improvements) are strengthened due to input and endorsement from the private sector.

3. Walsall Plan Governance

- 3.1 WEB has welcomed the opportunity that the Walsall Plan has given them to refocus its role, and to provide a more formal structure for the Board. In the past, members have been a strong voice for the private sector in Walsall and a valuable resource for high level consultation and endorsement. However, they were not necessarily as involved at a strategic level as some of the statutory boards. WEB members were active in Partnership summits to develop and review the current Walsall Plan, and indeed are keen to be similarly engaged in the ongoing refresh. By owning some of the priorities, and being able to make connections with other boards to address some of these, it has given WEB a more well-defined purpose.

- 3.2 The Walsall Plan was informed by existing partnership-wide evidence of need and aligned to the priorities set out in the Walsall SEP. This meant the priorities designated to WEB to lead on were not new, but fitted within the existing Economic Framework (Appendix 3):
- Increase access to appropriate skills and training
 - Ensure people possess the skills to enter and progress in work
 - Build the business environment to create more local, added value, jobs
 - Develop strong and sustainable infrastructure (to increase economic prosperity)
 - Support local people to secure and stay in employment
 - Actively support inward investment to make Walsall an attractive place to live and work
 - Promote environmental sustainability
 - Board's 'Obsession': Quality apprenticeships for all ages
- 3.3 Given the broad nature of the Walsall Plan priorities, WEB has developed a work plan that allows it to focus on a smaller number of targeted activities, where it has the potential to make the most impact given the expertise and resources of its members. These activities are aligned to the Walsall Plan, Walsall SEP and Corporate Plan.
- 3.4 Another important consideration is the role WEB can play in Locality Partnerships. The Board has been represented at each of the four Strategic Locality Partnership Boards, a designated Locality Manager is allocated to WEB, and the work plan takes account of Locality priorities.

4. Sub-Groups

- 4.0 Clearly, while WEB can provide high level leadership and direction, it cannot work through a detailed work plan in the course of its meetings. So activity is increasingly being delivered through a series of smaller working groups. As part of its structure, WEB currently has two formal sub-groups that each focus on particular WEB priority areas.

4.1 Walsall Employment and Skills Board (WESB)

- 4.1.1 The Walsall Employment and Skills Board (WESB) (see Appendix 4) brings together key agencies representing: local businesses, Wolverhampton University, colleges, Black Country Local Enterprise Partnership, Walsall Council, training providers, elected members, voluntary sector, Jobcentre Plus, schools, and the Education Business Partnership. Together, they assist with the delivery of WEB's key people and employment support themes, including Walsall Works and the EU funded Impact programme, achievements detailed in Appendix 5 and 6: The chair of WESB sits on the WEB board to provide effective two-way linkage.
- 4.1.2 WESB has adopted the agreed priorities set out in the Walsall SEP, but considers in particular a number of key priorities that lead to joined up approaches to maximise service delivery:
- Targeted support for the unemployed
 - Ensure local people possess the skills to enter and progress in work
 - Monitoring and evaluating the impact of Employment and Skills related activity

- 4.1.3 To drive this forward, Key Action Sets are being developed, that detail what activity is proposed, how it will be measured and who is responsible, both at a Board and officer levels. WESB members will be able to select from the agreed Objectives/Actions and the role they wish to play. This forms the WESB's Action Plan, ensuring focus and the development of a sense of achievement amongst its membership. The Board maintains oversight of the whole plan and is responsible for driving forward activity. Its terms of Reference are attached as Appendix 4.

4.2 Health and Economy Board

- 4.2.1 Through the Partnership-wide work on the Walsall Plan, members became more familiar with the role of the Health and Wellbeing Board (HWBB) and recognised some clear connections between their priorities and those of WEB – particularly in relation to health and work. This led to the Chair of HWBB, Director of Public Health, and other public officers, attending a WEB meeting in September 2017.
- 4.2.2 Following a fruitful discussion it was agreed that the two themes would work together through a joint Health & Economy Board, to take forward joint initiatives, which could include:
- Developing positive & productive relationships between the two Boards, with a view to extending this model across other strategic boards.
 - The development of Volunteering linked to/supporting Apprenticeships (and thus incorporating both Boards' Walsall Plan 'Obsessions').
 - Corporate Social Responsibility (CSR) programmes that link Health & Employment agendas to support local people into work or to sustain in work.
 - Supporting the Locality Partnership Model.
- 4.2.3 The first meeting was held in September 2018, with members drawn from both WEB and HWBB. The Board are still developing their terms of reference and workplan. However, a key area of initial joint work has been identified as supporting Local Healthy Workplaces. Officers from Economy & Environment (Public Health and Programme Management) are working with strategic Walsall companies including ZF Lemforder and Barhale plc on a demonstrator project. This will improve our understanding of local workplace health issues and how these might be effectively addressed, with the aim of developing support options for local companies that promote the wellbeing of employees while mitigating the impact of sickness for employers.

5. Future Direction

- 5.1 WEB will continue to develop, implement and monitor the effectiveness of its work plan, underpinned by evidence of economic need in the Borough and aligned to the wider Black Country and West Midlands context. Achievements from the EU funded Impact programme together with the Walsall Works initiative are detailed in Appendix 5 and 6, with a snapshot of the impact these and complementary schemes are having on our economy included in a snapshot as Appendix 7.
- 5.2 To achieve maximum impact for residents and business of Walsall, the Board will continue to ensure the private sector remains an active strategic partner and contributes to setting priorities and developing actions alongside public and voluntary sector partners. This includes being involved in the Walsall Plan refresh and its supporting activity.

Appendix 1: The Walsall Economic Board – Terms of Reference

Background – Where the Economic Board Sits

Leadership and influence from all sections of Walsall Society are brought together via a range of partnership groups to help to set the priorities for the Borough of Walsall

The Walsall Economic Board provides a voice on behalf of the business community alongside education, welfare and well-being partners from the Health & Well Being Board, The Safer Walsall Partnership, The Children and Young People's Partnership and the Housing Board.

The work of the Economic Board is guided and informed by a range of information, brought together into key documents including; the Local Economic Assessment (LEA) and the Walsall Strategic Economic Plan (SEP), forming the foundations for **The Walsall Plan**, that sets out the priorities for the future of the Borough.

Its role – What the Economic Board is aiming to achieve

Taking the key themes of People, Place and Business, the Walsall Economic Board comes together to identify key issues, agree its priorities in support of the borough's economy and its communities, and to develop and implement activities and outcomes that meet these challenges and create opportunities.

Our Priorities:

- 1. Creating a Business Environment that Supports Growth** (profitable companies and more jobs)
- 2. Ensuring People Possess the Skills to Work & Support Growth** (local people supported into work)

These **priorities** lead directly into the overarching ambitions identified in the **Walsall Plan** and require the Economic Board to take responsibility for key targets for the future:

- Increase access to appropriate skills and training
- Ensure people possess the skills to enter and progress in work
- Build the business environment to create more local, added value, jobs
- Develop strong and sustainable infrastructure (to increase economic prosperity)
- Support local people to secure and stay in employment
- Actively support inward investment to make Walsall an attractive place to live and work
- Promote environmental sustainability
- Adding the Boards obsession – **Quality Apprenticeships for All Ages.**

The Economic Board

- Flexibility is at the heart of our approach,
- We will adapt the process and format as required to gain the best from everyone
- Meetings aim to place the private sector at the heart of consultation & decision making
- Public sector representatives will work to achieve and support this aim.

How we work

- A structure that enables board members to quickly grasp issues and make recommendations
- To be supported by wider consulting forums and groups, which truly involve key business, organisations and partners, so together we capture evidence & achieve results
- Decisions and recommendations that help to shape services and solutions
- Together creating the conditions through which jobs are sustained and created &
- Supporting local people are supported / able to get them.

Appendix 2: Walsall Economic Board Membership, November 2018

Name	Position	Representing	Employment Sector
Brian Lowe	Chair	Chair of the Board	Manufacturing / Property
Manjit Jhooty	Deputy Chair	Jhoots Pharmacy / Deputy Chair	Pharmaceuticals
Councillor Adrian Andrew	Portfolio Holder for Regeneration & Transportation	Walsall Council – Deputy Leader	Public Sector
Simon Neilson	Executive Director	Walsall Council	Economy & Environment
Mark Lavender	WEB Secretary	Walsall Council	Public
Anne Ward	Solicitor / Partner	Addison O'Hare Solicitors	Business Services
Tim Kibble	Managing Director	ZF Lemforder	Manufacturing
Tarra Simmons	General Manager Co-operative Social Responsibility	The Midcounties Co-operative	Service & Retail Sectors
Sat Nijjer	Director	Fortel Construction	Construction
Stephen Breen	Branch Manager	Handelsbanken (Walsall branch)	Finance
Bryn Hamer	Director of Product	Homeserve plc	Service / Maintenance / Construction
Austen Adams	Divisional Managing Director	Maloney Metalcraft (Avingtrains plc)	Manufacturing / Service
Phil Lawton	Group Company Secretary	LoneStar Group	Manufacturing / Service
Ali Allibhai	Director & Dealer Principal	Autobase	Retail / Motor
Akshay Parikh	Chief Executive	Health Solutions Limited	Health Sector
Malcolm Wright	Director	Wedge Group	Manufacturing
Jat Sharma	Principal and Chief Executive	Walsall College	Education
Jackie Dunne	Vice Chancellor	University of Wolverhampton	Education / Professional, Scientific, Technical.
Mandy Holcroft	Director of Locality	Caldmore Accord Housing Association	Housing / Health & Social Care
Julie Haywood	Director of Employment & Training	WHG	Housing / Health & Social Care
Karl Woodward	Director of Procurement	Barhale Ltd	Civil Engineering/Infrastructure
Alex Boys	Chief Executive	One Walsall	Voluntary Sector
Advisors to the Board			
Liz Connolly	Economic Intelligence	Walsall Council	Public
Jane Kaur-Gill	Employment & Skills	Walsall Council	Public
Simon Tranter	Regeneration & Delivery	Walsall Council	Public
James Norris		Walsall College	Employment & Skills Board

Walsall Borough Strategic Economic Framework

Corporate Priorities 2018-21

PROUD of our past, our present and for our future

ECONOMIC GROWTH for all people, communities and businesses

PEOPLE have increased independence, improved health and can positively contribute to their communities

CHILDREN have the best possible start and are safe from harm, happy, healthy and learning well

COMMUNITIES are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion

INTERNAL FOCUS

All council services are efficient

The Walsall Plan: Our Health & Wellbeing Strategy 2017-20

Taking a Marmot life-course approach to reduce inequalities

Business/
Prosperity

Increasing economic prosperity through increased growth

People

Maximising people's health, wellbeing and safety

Place

Creating healthy and sustainable places and communities

Black Country Strategic Economic Plan 2017



Overall Economic Purpose:

Create the conditions for sustained economic growth by supporting the growth of business and jobs in Walsall, ensuring Walsall people have the right skills and environment to make the most of opportunities

Walsall Economic Board Priorities:

Creating a business environment that supports job creation

Ensuring people possess the skills to enter and progress in work

Place

Transforming infrastructure & the environment

We will create the conditions that allow our existing businesses to expand and enable new companies to invest and move here. We will ensure that Walsall is well-connected and has the highest possible quality environment that make it an attractive place where businesses want to invest and people want to live, work, learn and visit.

Walsall will be a place where:

- **Town and district centres** offer a distinctive and vibrant mix of retail, leisure, business, community, and cultural opportunities
- **High quality development sites and premises** are available, to attract new companies and to allow existing businesses to expand
- The range of **housing** provided is both affordable and aspirational, meeting the needs of existing residents while also attracting new people to move to the borough
- **Effective planning frameworks** are in place that allow our economy to flourish in a sustainable way
- **Transport networks** provide businesses with good connections to the national network, and allow people greater accessibility around the borough and to jobs via public transport
- The **natural and built environment** is a sustainable, vibrant and high quality asset for the borough, attracting businesses and people and promoting wellbeing

Business

Improving business competitiveness

We will actively support local businesses and provide them with the best possible opportunities to grow and create more jobs in the borough. The number and diversity of businesses in the borough will be expanded through both inward investment and new businesses development.

Walsall will be a place where:

- **Enterprise, innovation, self-employment and new business development** is encouraged and supported
- **Businesses** have the **access to finance and support** they need to flourish
- **Local supply chains** are actively developed and spending within the local economy is encouraged
- **Inward investment** is drawn into the borough, expanding the range and increasing the quality of local jobs on offer
- **Opportunities in foreign markets** are opened up to local companies
- **Companies invest in the future** and wellbeing of their business, their employees, and the borough – through investment in infrastructure, training and skills development, and corporate social responsibility programmes

People

Raising employability, education & skills

We will equip local people with the skills and attitudes that employers are looking for, and give them the best possible chance of getting into work; those already in work will be given opportunities to continually develop their skills. We will work to understand and address the barriers that prevent people from getting into work and that keep them living in poverty.

Walsall will be a place where:

- The **relationship between education and business** enables them to work together to produce the employees of tomorrow
- **Colleges, University and training providers** invest in the facilities and courses that are needed to support growth
- **People** possess the **skills and attitudes** to meet both today's and tomorrow's business needs, and are encouraged to continually 'upskill' and develop themselves
- **Barriers** that prevent people gaining skills or getting a job are understood and removed
- **Unemployed residents** get the support and training they need to find sustainable work
- **People are lifted out of poverty** by getting into work and gaining the skills needed to progress into better paid work

Updated Oct 2018

Terms of Reference

Role

The Walsall Employment and Skills Board will bring together the key strategic Private, Public and Voluntary Sector agencies, so they are able to play their role in supporting the work of the Walsall Economic Board (WEB) to address the issues within their agreed priority of **‘Ensuring People Possess the Skills to Work & Support Growth’**.

The Walsall Employment and Skills Board (WESB) will have the following key role;

- To support the WEB in delivery of their agreed Aim and Objectives as set in the Walsall Economic Plan
- To support the development of Walsall Boroughs Economy and that of its Residents, by owning and co-ordinating the successful delivery of the agreed Aim, Objectives and complementary Actions.
- To oversee, assess and drive progress against the agreed Aim, Objectives and Actions.
- To act as strategic advisors to the WEB on all Employment and Skills related matters, making suggestions and key asks in support of the development of the Walsall Economy and its Residents.
- To promote the Employment and Skills agenda and its needs with all partners and partnership groups to raise its profile, secure support and resources.
- To ensure that due governance and financial accountability is maintained / followed at all times.
- To develop and co-ordinate the offer of support from the Private, Public and Voluntary Sector, to maximise impact and outcomes.
- To bring all partners resources and influence to bear in support of the Walsall Economy and its Residents

Strategic Fit

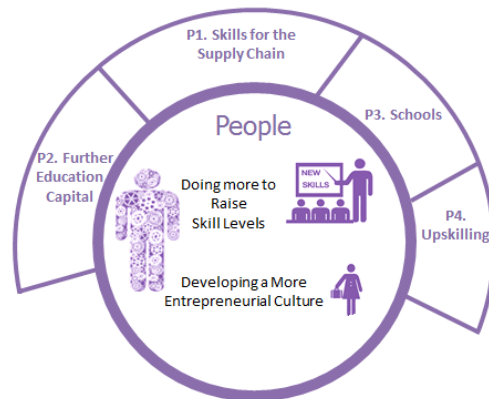
The agreed WESB Objectives have been developed to fit with a number of key strategic documents:

West Midlands Regional Skills Plan (RSP) puts skills at the heart of its drive for **‘improving productivity and securing inclusive growth’** with the following aims:

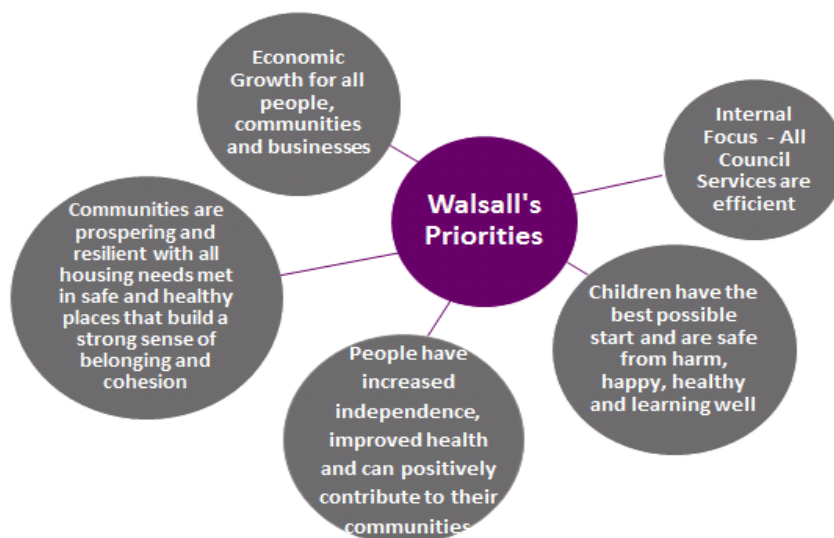


- More people in employment
- More people in higher skilled jobs
- More skilled employees to support business growth and productivity
- All communities benefit from the region’s economic growth
- An agile and responsive skills system that is more aligned to the need of businesses and individuals

The **Black Country Strategic Economic Plan** which sets out the four key priorities under the '**People**' theme as:



The **Corporate Plan 2018/21** sets out a focus to '**reduce inequalities and maximising potential**' with four priorities:



The **Locality Partnerships**, which are a mechanism for public, private and voluntary and community sectors to have a voice, to express their views on local priorities, inform decisions about the community and to work together on delivery has identified the following priorities:



Key Aim and Objective

In support of the plans set out the above, the WESB core aim will be to adopt and assist in the delivery of the joint agreed priorities and to work towards ***'Increasing Economic Prosperity through Increased Growth'***

The WESB role will be to improve the Economic circumstances of the Borough. It will provide a focus against which a range of activities can be targeted and these will therefore become our key areas of focus.

To drive these forward, we propose the development of Key Action Sets, that clearly detail what we are proposing to do, how this will be measured and who is responsible, both at a Board and officer levels.

Oversight and (where agreed) delivery of Actions will rest between the Economic Board and the Walsall Employment and Skills Board, together with the Councils Economy and Environment Directorate.

Walsall Employment and Skills Board members will be able to select from the agreed Objectives / Actions, and for those of interest to them agree play the appropriate role, which may include: champion, deliverer, sponsor, developer or to oversee / monitor progress as appropriate.

This will form the Walsall Employment and Skills Boards Action Plan, ensuring focus and the development of a sense of achievement amongst its membership. The Board will also have oversight of the whole plan and will be responsible to drive forward activity.

The Walsall Employment and Skills Board will bring together a range of public and third sector partners, whose combined resources and positioning forms the critical mass that will look to deliver, drive co-ordinate and monitor progress against all Objectives and Key Action Sets.

The Economy and Environment Directorate has a key role in this work, and will through its officers and representatives from key partners, look to continue with the development, prosecution and monitoring of all actions, reporting back and co-ordinating progress.

Key Partners involvement and support will be essential if we are to meet the ambitions set out in this document in support of Walsall Economy and the work of the Walsall Employment and Skills Board.

Key Priorities

The WESB will adopt the agreed Priorities set in Strategic Plan but may wish to consider a number of key priorities that lead to jointed up approaches to maximise how we work or deliver services. These priorities may include:

- **Targeted support for the unemployed**
- **Ensure local people possess the skills to enter and progress in work**
- **Monitoring and evaluating the impact of Employment and Skills related activity**

Relationship with the Walsall Economic Board

The Walsall Employment and Skills Board (WESB) will create an effective two way link between the Economic Board, and will take responsibility to oversight and direction against key tasks.

It is expected that some members of the WESB will also sit on both the WESB and the Walsall Economic Board, through which we will ensure that agendas are joined up and communication is effective.

Detailed sheets summarising the Work of the Economic Board and the WESB against the Walsall Plan are required to be completed and submitted each year.

These will be agreed by both the Economic Board and the WESB, to create and maintain buy in at all levels, aiding and facilitating the communication and alignment of our work.

Operational Protocols

- All business will be conducted in an open, fair and transparent manner, utilising accepted practices and processes.
- Meetings will be called at least 6 weekly per year in order to follow those of the Economic Board.
- Members or substitutes will attend all meetings if at all possible.
- Members will identify a named substitute, with authority and the delegated authority to take decisions and approve business as required, within agreed limits dependent upon each organisations operating procedures.
- Support Officers will be invited to attend meetings as appropriate.
- If meetings cannot be convened due to timescales, pressing or time-bound issues will be dealt with electronically and a consensus decision of the quorum made within the agreed timeframe and ratified at a future meeting.
- Special meetings will be called as required to discuss urgent business.
- Members to serve for a minimum period of one year.
- Agenda and papers of previous meeting to be circulated at least 5 working days prior to the meeting.
- Terms of Reference are reviewed at least annually.

Chair and Vice Chair Roles

A Chair and Vice Chair for WESB will be selected through a nomination process at the first meeting of the group.

It is recommended the role of Chair and Vice Chair will be reviewed annually.

Quorum

A minimum of 6 members, from different partner agencies are required for the meetings to be quorate and to ensure transparency of decision making.

Where there is no representation from an organisation at a meeting and there is a quorum of partners, any decisions taken which may impact on that organisation will be subject to further discussion with that organisation and the outcomes reported at the next meeting of the group.

Secretariat

Local Authority Officer(s) representation at the WESB will be kept as a minimum but will include support from an Employment and Skills Officer (Secretariat / Link Officer) and a Employment Growth Officer (Communications).

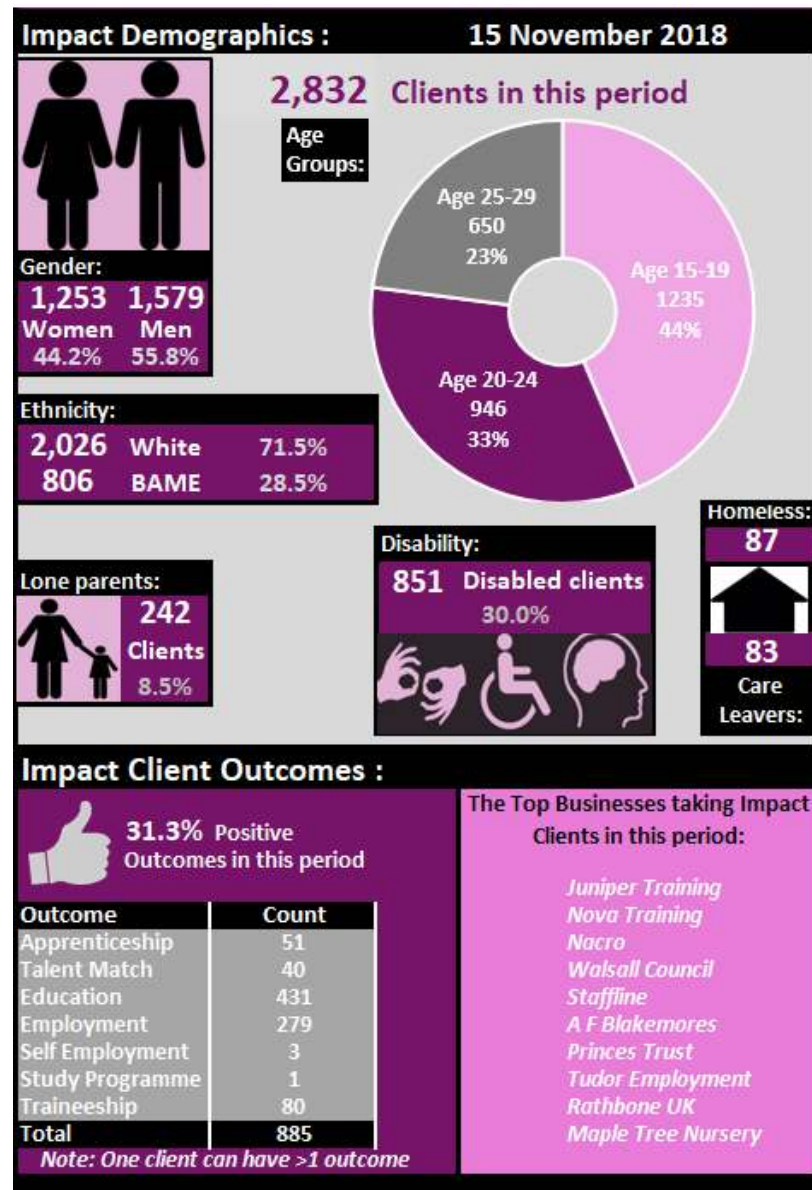
Membership

Further representation to be drawn from Economic Board members, other Private Sector representatives and other organisations influential to the Employment and Skills agenda as required.

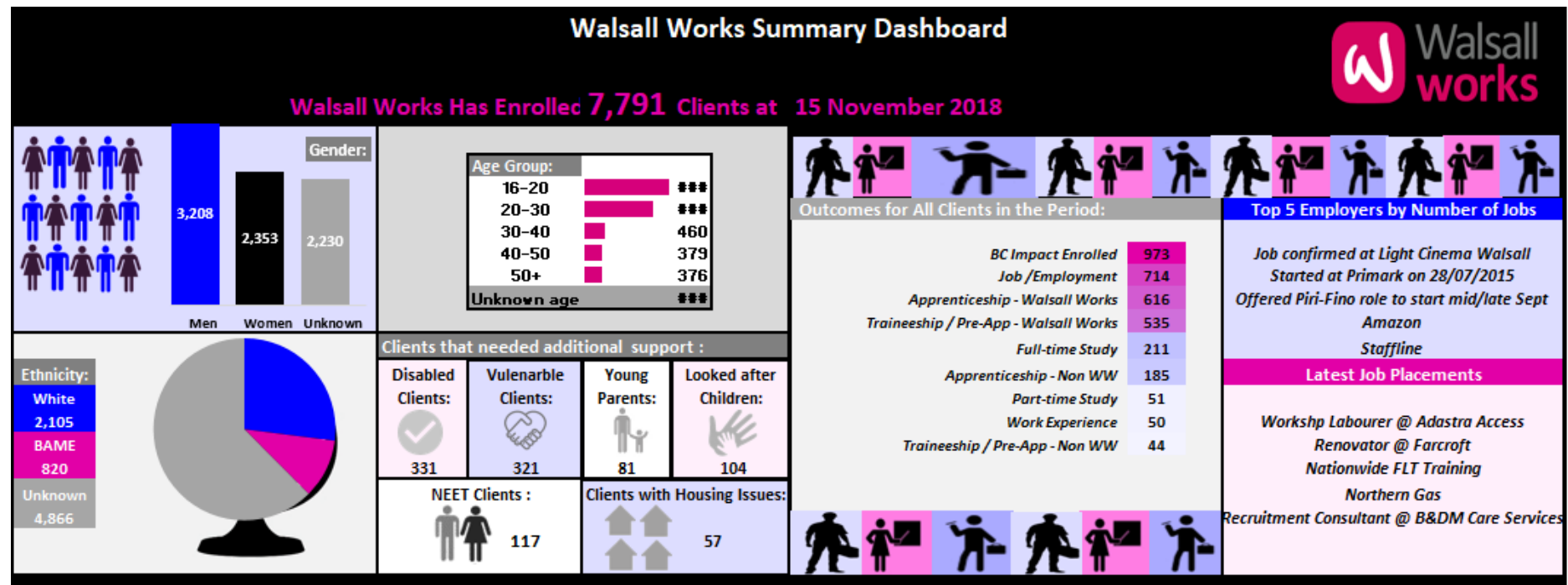
Representation

Area	Organisation	Representative	Substitute
Walsall Economic Board	University of Wolverhampton	Bernadette Shenton	Jackie Dunne
Walsall Economic Board	Walsall College	James Norris	Liza-Jo Guyatt
Local Enterprise Partnership	Black Country LEP	Colin Parker	n/a
Local Authority	Walsall Council (Leadership)	Cllr Adrian Andrew	n/a
Local Authority	Walsall Council (Education & Skills)	Cllr Chris Towe	n/a
Local Authority – Economy	Walsall Council (Employment & Skills)	Jane Kaur-Gill	Parveen Sangha
Local Authority – Economy	Walsall Council (Economic Growth)	Andrew Clayton	TBC
Local Authority – Children’s	Walsall Council (Children’s Services)	TBC	Kerry Wootton
Local Authority – Adults	Walsall Council (Adult Social Care)	Paula Furnival	Jeanette Knaper
Local Authority – Benefits	Walsall Council (Money Home Job)	Elise Hopkins	Patrick Morrison
Local Authority – Youth	Walsall Education Business P’ship	Richard Farmer	Debbie Merrick
Social Housing Landlords	whg	Julie Haywood	Alison Matthews
Public Health	Walsall Public Health	Joe Holding	Nina Chauhan-Lal
Dept for Work & Pensions	Jobcentreplus	Gerry Lyng	Balbinder Pahal
Training Providers	Walsall Training Provider Network	Gareth Jones	Carolyn Stokes
Voluntary Sector	One Walsall	Alex Boys	Gary Bird

Appendix 5 – Impact Programme Achievement Dashboard (July 2016 – November 2018)



Appendix 6 – Walsall Works Achievement Dashboard (July 2012 – November 2018)



Appendix 7 – Walsall Borough a snapshot of the performance so far.

Economic Measure		Walsall (Count)	Walsall 5 Year Trend	Key Points on Walsall Trend	Walsall Direction of Travel	Rates for Comparison					Black Country Value	How Walsall Compares to the Black Country	Compares to the Black Country Average	Latest Data Source and Date
Qualifications						Walsall	Sandwell	Dudley	Wolverhampton					
No qualifications		19,800		The % of people (aged 16-64) in Walsall having no qualifications has fallen sharply recently. Latest year alone shows a 4.8% reduction. This equates to 8,100 fewer people with no qualifications.	↑	11.9	21	13.3	15.6	15.5		WALSALL ARE THE BEST IN THE BLACK COUNTRY	★	NOMIS : Qualifications (Jan 2017-Dec 2017)
Level 4 qualifications		45,300		Over the past 2 years the % of people (aged 16-64) in Walsall having qualifications at level 4 or above has increased by around 3% yearly.	↑	27.2	21.3	24	26.2	24.5		WALSALL ARE THE BEST IN THE BLACK COUNTRY	★	NOMIS : Qualifications (Jan 2017-Dec 2017)
Economic Activity														
Active	In employment	120,700		More people have become economically active in employment in Walsall over time. However, there has been a 1.1% decrease during the latest quarter (900 fewer people).	↓	69.5	67	69.2	65	67.7		WALSALL ARE THE BEST IN THE BLACK COUNTRY	★	NOMIS : Employment and unemployment (Jul 2017-Jun 2018)
	Unemployed	7,300		Decreases in unemployment have been sharp and consistent until Summer 2018 where unemployment rates have levelled out at 5.7%.	↔	5.7	6.9	6	7.5	6.8		WALSALL ARE THE BEST IN THE BLACK COUNTRY	★	NOMIS : Employment and unemployment (Jul 2017-Jun 2018)
Inactive	Wants a job	6,000		The % of inactive people that want a job has risen in the latest quarter to 13.7% however this is well below the 21.3% rate reported for the same	↑	13.7	12.5	11.4	14.7	13		WALSALL ARE THE SECOND BEST IN THE BLACK COUNTRY AND ABOVE BLACK COUNTRY AVERAGE	★	NOMIS : Employment and unemployment (Jul 2017-Jun 2018)
	Sick	9,800		The % of inactive people recorded as sick has decreased over the last 4 quarters. However there is fluctuation in values between quarters.	↑	22.3	24.3	17.6	22.8	24.7		WALSALL ARE THE SECOND WORST IN THE BLACK COUNTRY BUT ABOVE BLACK COUNTRY AVERAGE.	★	NOMIS : Employment and unemployment (Jul 2017-Jun 2018)
Workless Households														
All households		15,400		There were 2.4% less workless households in Walsall in 2017 than 2016.	↑	18.5	22.8	17.7	22.5	20.3		WALSALL ARE THE SECOND BEST IN THE BLACK COUNTRY AND ABOVE BLACK COUNTRY AVERAGE	★	NOMIS : Workless Households (Jan 2017-Dec 2017)
Children		Latest count for Walsall (Jan-Dec 2016) reports 11,200 children living in workless households.		General reduction in the % of children living in workless households in Walsall. *Note: Data was not available for some years and the latest values for Walsall were from 2015.		*19.7	26	-	20.3	20.2		NO WALSALL OR DUDLEY DATA FOR THIS MEASURE	★	NOMIS : Workless Households (Jan 2017-Dec 2017) Value shows the % of children that are in workless households *Missing data and Walsall value is from 2015
Earnings (residence based)														
Median gross weekly full time salary				Gross weekly full time salaries have increased over the last 2 years in Walsall. The 2018 value of £500 per week is the highest ever reported for Walsall	↑	£500.00	£486.60	£526.20	£488.00	£499.10		WALSALL ARE THE SECOND BEST IN THE BLACK COUNTRY AND CLOSE TO THE BLACK COUNTRY AVERAGE	↔	ONS : Annual Survey of Hours and Earnings (2018)
Jobs density														
Jobs density		120,000		Both the number of jobs and job density (per adult) has been steady over the last 2 years in Walsall.	↔	0.71	0.7	0.66	0.7	0.69		WALSALL ARE THE BEST IN THE BLACK COUNTRY	★	NOMIS : Jobs density (2016)