

REPORT: PORTFOLIO BRIEFING FOR AGENDA FOR CHANGE

1. Summary of report

1.1 The report sets out the achievements that have been made in the portfolio for Change; the main challenges facing the portfolio; and the activity that is planned for the next twelve months. The portfolio for change is set out at Article 7 of the Council's constitution as follows, "in collaboration with partner agencies, issues relating to proposals for new area arrangements. Cross portfolio issues that contribute to enlargement of opportunities for public involvement. Cross portfolio liaison on change programmes within the Council".

2. Recommendations

2.1 That Council consider the report.

3. Report detail

What activity and achievements have been made?

3.1 For clarity "Change" in the context of the portfolio covers change activity internally and externally so the relationship with the public, how we engage with them and how we deliver services to them is within the remit of the portfolio.

3.2 The focus for this year has been the delivering of the foundations for future success of change within the Authority. These key foundations are:

- A four-year financial plan.
- Embedding of the Marmot principles.
- A cohesion strategy that looks both internally and externally.
- Meaningful dialogue with our communities.
- The transformation programme which is designed to have an effect across all of our services.

The portfolio has no resources but influences other portfolios.

3.3 The **four-year financial plan** moves us away from the short-termism that has dogged previous administrations. Decisions can now be made within a long term framework giving more time and space for real strategic thinking and change. The council carried out wide scale consultation with our residents, businesses and partner agencies in relation to the budget proposals.

3.4 The **Marmot principles** are now a part of cabinet reports which ensures that the key principles are considered as part of every strategic decision. The principles are:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives

- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill-health prevention

These principles are not tokenistic but are a key part of the Councils DNA. They will be further embedded next year.

3.5 Working towards a **cohesive society** with a workforce that truly represents the communities they serve will be a key part of our Cohesion Strategy which will shortly be debated at Council. The work was commenced through a scrutiny working group and has been taken on by Councillor Fitzpatrick supported by cabinet colleagues.

3.6 We must have a **meaningful dialogue** with our communities. The success of our engagement with the residents of Walsall will play a key part in how the Council is judged. This work is still ongoing.

What are the main challenges for the portfolio?

3.7 The main challenges for the portfolio are not new. We need to have good engagement with our residents, the business and voluntary sectors and our neighbours. Listening to residents and responding to local need is a characteristic that is in rare but is essential.

What activity is planned in the next 12 months?

3.8 The utilisation of Library space for the communities will be a major piece of work in the first part of the year. Each space is unique and will have different issues to overcome. The Council will approach each site differently, will apply the Marmot principles in solutions and ensure the community are involved.

3.9 New models of engagement both directly with customers and through partner organisations will play an ever-increasing part in the design and delivery of our services. The Council will listen more effectively and the portfolio will be at the heart of change activity going forward. Part of this review will be looking at the effectiveness of Area Committees. The council will be considering a new Locality Delivery Model, which will set out the justification for a revised approach to partnership working at a local level. Consideration will be given to a geographical configuration of a new four-area Locality Delivery Model, involving the key current models of partnership locality working in Walsall: notably Area Partnerships and Locality Partnership Panel (Early Help). This will assist with more effective engagement with the voluntary sector at a local level.

3.10 As stated the council will propose the endorsement of a four-area geographical footprint, and the elements required an effective delivery model at a local level. The council has already been engaging with its partners via the Walsall Strategic Partnership Group and Borough Management Team and will be looking to progress this work over the next twelve months.

3.11 Delivering on the budget is a key activity, many of the budget items require support for change. The transformation work underway will require support and drive. This portfolio will deliver both.

3.12 Linking our communities with the Combined Authority through democratic decision making and influence will be a major challenge. One aspect of this will be the role of the Overview and Scrutiny function and how this operates across the region in reviewing key decisions of the Mayoral CA, and assist in development of regional policies (see Background Paper). The CA will support the Agenda for Change across the region.

3.13 The refreshed Corporate Plan was approved at Council on 23 February 2017. During the drafting and approval process it was recognised that additional strategies were required to ensure the Council has the appropriate infrastructure to deliver the commitments detailed in the Corporate Plan.

The Strategies identified as supporting the Corporate Plan are:

- a. ICT Strategy
- b. Workforce Development Strategy
- c. Asset Management Strategy
- d. Medium Term Financial Strategy
- e. Communications Strategy


3.14 During the refreshing of the Corporate Plan, in addition to the strategies detailed above it was recognised that the priorities within the Corporate Plan relate to the Walsall Plan (Health and Well Being Strategy) as they are both based on the needs analysis intelligence for the borough. It was also recognised that the delivery of the Corporate Plan connects to the emerging transformation programme work being carried out by the council.

3.15 A commitment was given that the supporting strategies and plans would be developed by May 2017. The Council has previously had a Corporate Integrated Planning and Performance Framework (CIPPF) in place and is now reintroducing an integrated planning now relates to the development of strategies in a collaborative way with our partner agencies to support the delivery of the corporate plan.


The diagram below represents the proposed integrated planning framework.



The Walsall Plan – Health and Well Being Strategy, the overarching priorities for Walsall, delivered under partnership arrangements.



The Corporate Plan, the Council's key priorities. This is supported by arrangements to monitor delivery of the priorities both at the corporate level and planning and monitoring arrangements within directorates.



These form part of the infrastructure of the Council and support the delivery of the Corporate Plan. Each strategy is supported by delivery plans and actions and deliverables may also be embedded within directorate and service plans. The strategies influence and are influenced by each other, leading to the integration of how their delivery plans are developed. The reference to 'Transformation Programme' will be updated once name is agreed.

Transformation Agenda

What activity and achievements have been made?

3.16 Over the last 6 months a significant amount of work has been carried out to develop a 4 year medium term financial plan. This has allowed the organisation to move its planning focus to a longer term approach. Alongside this work, another workstream around specifically planning change and transformation has been established. This has been led by CMT, and has involved a cross directorate staff group (the Transformation Group), members of core brief, subject matter experts and cabinet members. The purpose of this work was to identify what key opportunities for change and transformation there are across Walsall Council, which will enable us to improve service delivery and/or achieve savings. This work has not been driven by savings, it is about planning for the future and how we need to change. The aim of the work is to create a transformation programme, with a range of themes, that allow Walsall Council to become ready for the future. The programme will have a clear structure, be governed and monitored by CMT and resourced effectively to ensure it delivers.

3.17 At the moment, the current thinking is that the programme will include themes around, which has synergy with, and will support the corporate plan:

- Our workforce – getting them ready for the future and ensuring they have the right skills
- How we communicate with our customers, also known as 'channel shift', where we look to ensure we are communicating in the most effective way possible
- Our assets – review our property portfolio.
- Our insights – looking at what data and intelligence we have available to us, and how we use this.
- Our voluntary and community sector and how we work with our partners
- How we ensure that our policies and procedures across the council drive health for all

3.18 In particular the transformation programme will look at 2 service areas, how we manage demand in adults, and how we can safely reduce numbers and associated costs relating to looked after children. These themes are likely to change and evolve as time goes on, as all good change and transformation programme should. We are currently working through what we could achieve in each of these areas, and are part way through a consultation exercise with staff and managers.

3.19 It was clear that the successful delivery of the transformation workstreams would require additional resources. In recognition of this a £2million transformation fund was established as part of the 2017/18 budget.

What are the main challenges for the portfolio?

3.20 The main challenges for the Transformation workstream have been:

3.21 Being able to plan long term in an uncertain environment – our changing demand for service and cuts to external funding make long term sustainable planning difficult. The provision of a 4 year budget has made this easier, but it is important that we build a programme of change that it is flexible and adaptive to the environment we are in.

3.22 In local government, the services provided are rich and hugely varied, this can make it difficult to determine priorities for change. Over the last 6 months work has been carried out with CMT, Core Brief and Members to build a picture of what the future of the council will look and feel like, and to priorities where our efforts around change and transformation should be focused.

3.23 The time and resources required to effectively plan change are intensive. There has been an additional resource for a short period of time (9 months) to build the structure of the programme. Once the Interim Transformation Manager moves on it is crucial that we fill the gap to continue this work, as well as skilling up managers across the organisation in terms of leading change.

What activity is planned in the next 12 months?

3.24 The initial next steps are to finalise the programme, to be clear about what is in scope for transformation and what isn't. The structure of the programme and how it will be governed is also being established. Strategies and detailed plans will be produced so we know the key milestones that we are monitoring. This will happen over the next few weeks as consultation with senior managers, staff and members.

3.25 In order to establish the programme and keep it on track there will be a small investment in corporate resources, with skills and expertise around change, transformation, and programme delivery. A Transformation Fund has been established which will fund this, and other specific spend to progress the programme itself (for example in ICT software to enable better communication with customers).

3.26 Over the next 12 months the first year of the programme will be delivered. This will generate savings in children's and adult's as per the budget savings plan. There will also be a strong focus on communication and engagement with the workforce, and training for managers who will play a part in leading change.

4. Council priorities

4.1 These three elements of 'place', 'economy' and 'people' are intertwined and interdependent, meaning the delivery of services will continue to become more collaborative and joined up. The transformation and change agenda will improve and modernise our services, in collaboration with our partners, in helping the council achieve all of its priorities as set out in the Corporate Plan.

5. Financial implications

5.1 None arising from this report

6. Legal implications

6.1 There are no resource or legal considerations attached to this specific report.

7. Equality Implications

7.1 No specific equality impact assessment is required in relation to the portfolio briefing. If any service specific proposals require Equality Impact Assessment they will be carried out as required.

8. Consultation

8.1 The relevant service areas have been consulted in the compilation of this report.

9. Background papers:

- Combined Authority Overview and Scrutiny Committee Report 07.04.17
- Corporate Plan

Councillor I. Shires
Portfolio holder for Agenda for Change

31 March 2017

Corporate Plan 2017-2020



Walsall Council

Foreword by the Leader of the Council

As a resident and someone involved in the community for many years I believe Walsall is a wonderful place made up of many great people, communities and organisations that, like the council, are committed to making Walsall a great place to live, learn, work and invest.

When I became Leader in May 2016 I made no apology in the context of financial pressures being placed on the Council my Cabinet and the coalition would ensure we deliver services at a scale and intensity proportionate to the degree of need. I gave my commitment to having a balanced four year budget and strengthening the golden thread between our priorities and service delivery. Progress has been made against the priorities set out previously when my Cabinet and the coalition took over the administration and more continues to be done to strengthen the resilience of the Council in delivering priorities to meet need in an efficient manner, making every penny count. As a coalition we have a common agenda in wanting to reduce inequalities and maximise the potential of the borough and of all the people we represent.

The financial pressures the Council continue to experience provide one of the biggest challenges we have. For this reason we have moved to a four year financial plan with a view of rebalancing our budgets to achieve longer term stability. Whilst this challenge remains, our commitment to deliver services at a scale and intensity proportionate to the degree of need to all the people of Walsall remains. It is not dependant on age, ethnicity, sexual orientation, faith, disability, gender or race. There have been improvements in education provision across the borough with over 80% of schools now being judged good or better by Ofsted and support for children and families in local areas has extended with the implementation of a new model for early help that sees services working more closely together to better meet children's needs. The re-commissioning of the health visitors service has secured a quality service at a lower cost than before that not only caters for the traditional 0-5 years but provides a more family centred approach as it now includes a healthy pregnancy service.

August 2016 saw the borough's new £24m Active Living Centres at Bloxwich and Oak Park open their doors, delivering a new standard and scale of active leisure provision for Walsall residents. Before the end of 2016 over a quarter of a million people had visited the new

centres, with resident's young and old embracing the new activities on offer. Enabling residents to become and remain more active with facilities such as these supports them to live independent, fulfilling lives. Protecting our green spaces for residents is key and we were the first council in the West Midlands to secure a court injunction and carry out a programme of work to secure vulnerable sites across the borough against unauthorised encampments.

Supporting people into work and enabling them to fulfil their potential remains a priority and we are committed to building on the success of the Walsall Works programme which registered and worked with over 1,100 residents during our administration, a number of whom have moved into employment opportunities or education. The council has commenced delivery of the Black Country IMPACT programme and in the past year 410 young clients have enrolled in this programme.

Additional achievements include waiting lists for assessment and care being eradicated, continuing to work to ensure a fair and equitable allocation of care and support for all and our participation in a major national programme to recruit and train social workers which will result in 24 graduate social workers training and working in Walsall where they will work alongside GP's and district nurses in the community.

Working in partnership across differing political views in the coalition between Labour and Liberal Democrats on the common agenda of reducing inequalities and maximising potential will deliver significant changes in how we work in Walsall and in the wider region. Increasingly working with our communities and partners both in the borough, across the Black Country and the combined authority area will provide opportunities for improving what we do and how we do it for the residents we serve.

"I am pleased to present our updated corporate plan setting out the council's vision and priorities for the future."



Councillor Sean Coughlan
Leader of the Council



Councillor Ian Shires
**Leader of the
Liberal Democrat Group**

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Our Purpose

Walsall Council as a local authority has a statutory duty to deliver specific services within the borough boundaries for all people and communities in Walsall. The duty on Walsall Council includes a huge range of services from social services to planning applications and from the collection of waste to the collection of council tax and non-domestic rates. Whilst the council must fulfil its statutory duties, it does so in the service of and by working with individuals and all communities to support the most vulnerable, and provide the environment and opportunities for all people and communities to fulfil their potential.

Increasingly the austerity measures affecting the whole country are impacting on the Council and in these increasingly challenging times it is more important than ever that there is a clear purpose that drives the way the Council works and what the Council delivers.

Ultimately the Council exists to serve the people and communities of Walsall, by representing and working with them to protect and improve the quality of life for all, particularly the most vulnerable.

Our purpose:

Reduce inequalities and maximise potential

By working to reduce health and social and economic inequalities and creating an environment where the potential of the area, local businesses, communities and people can be maximised, we will ensure that Walsall is wonderful and 'A great place to live, learn, work and invest'.

We do this with limited resources and so must always work to ensure that public money is targeted to where it is most needed and used in the most efficient way possible.

We are led by the communities we serve who help shape the services we provide and we help those communities to make a positive difference to their own lives through active civic engagement and co-operation.

Our Borough

Walsall has a rich history and is proud of its past; with a market dating back to 1220, formerly known as the 'town of a hundred trades', and notably is still renowned for its leather heritage and industry. The borough of Walsall is made up of distinct communities, across 20 wards, and is located in the Black Country which forms part of the West Midlands conurbation.

Our central location within the UK provides access to a large market for companies and a wide range of job opportunities for residents, whilst the central position on the motorway network provides an opportunity to develop attractive employment locations to attract new investment and employment.

There has been significant investment in the borough, with over £376 million over the last 6 years in the town centre alone, including the £11m Business and Sports Hub at Walsall College, £32m HQ for Jhoots Pharmacy, £12m cinema development at Walsall Waterfront and £7.8m Primark and Co-op project as part of redevelopment of the Old Square Shopping Centre.

Walsall had the fifth fastest growing economy in the country between 2009 - 2013 for the value of goods and services it produces and the Council is committed to supporting businesses to thrive and helping local people into work.

When describing the borough, it is important to recognise that Walsall consists of diverse communities and varying landscapes. On the one hand, the borough benefits from extensive countryside particularly towards the east, boasting attractive green spaces such as Barr Beacon, Pelsall and Brownhills Commons; a number of attractive urban parks notably Walsall Arboretum with its new visitors centre, Willenhall Memorial, Palfrey Parks as well as numerous smaller parks and

green spaces such as Kings Hill, George Rose, Sheffield Parks to name but a few.

On the other hand, the borough is densely populated and developed having grown out of relatively small towns and villages into five district centres of Aldridge, Brownhills, Bloxwich, Darlaston and Willenhall in addition to Walsall town centre. Additionally smaller neighbourhood communities like Pleck, Palfrey, Caldmore, Pelsall, Streetly, New Invention, to name just a few, knit this all together and make Walsall the borough it is.

Walsall Borough Wards



The diversity of our places, population and communities contributes to the borough's vibrancy and is often what people celebrate about Walsall, though it means that no two places are the same and these distinct communities face differing issues and challenges. There is a strong sense of pride across our communities and looking to the future, this pride provides a solid platform for communities and residents taking on more responsibility for their own health and the places they value.

Our Communities

As a council we work collaboratively with residents, community groups, voluntary bodies and partners from the public and private sector to deliver services to meet the needs of residents in a proportionate way. We recognise different areas and communities need different services or levels of service at different times. Moving forward this will become increasingly so, as the Council works to reduce inequalities and maximise potential.

Population in the borough is predicted to increase over the next 10 years by 5.1% from 270,900 in 2012 to 284,700 in 2022. A population that is increasingly dependent due to increases in the size of young and elderly populations, and with a declining young working age population. Significantly, by 2022 Walsall's older population, those aged 65+ will have increased by 13.8% and the borough will be home to an additional 6,500 very elderly people (85 years old+) making 53,700 in total. Meeting the needs of an ageing and increasingly dependent population is a key challenge for us and a priority for partnership working within the health and social care sectors.

Our population is also more ethnically diverse than ever before, with just less than a quarter of residents from a minority ethnic background. The Council continues to spend time understanding its new and emerging communities as this informs our service delivery in meeting the specific needs of these different communities.

The borough's demographic profile has changed as economic migrants supply our economy with the labour it needs to replace old industries. Walsall now has a small Eastern European population who make up about 1% of the area residents. The greater understanding we now have has a wider application in helping to ensure fair and equal access to public services for all communities in a constantly changing environment. In addition, understanding new and emerging communities has also helped to identify and challenge myths and misinformation and to tackle tensions between different communities – in particular between established and new communities in order to maintain community cohesion.

In terms of health, we have a wide range of issues to deal with. Life expectancy at birth is a good indicator of the health of a population. Walsall experiences wide discrepancies in life expectancy across its communities, with men in the most deprived wards in Walsall dying on average 11 years younger than those in the most affluent areas. Not only is our population ageing, more people are living with ill health and chronic long-term conditions in later life.

Ill health causes issues in the labour market too, where over 1 in 7 adults are out of work and benefit dependent. Walsall has seen significant recent reductions in unemployment, however levels are still above national average and the number of young people and long-term unemployed are of particular concern. One of the key barriers to employment in Walsall is low skills and qualification levels. Overall skill levels amongst working age adults in Walsall are low, with a significant number of local businesses indicating that the lack of appropriate skills acts as a barrier to recruiting new staff.

Connected to ill health, Walsall experiences pocketed extremes in levels of deprivation across our neighbourhoods, and this remains a key issue for us. Things worsened with the recession and whilst borough wide deprivation has reduced slightly, Walsall is the 33rd most deprived local authority (out of 326) and some communities sit within the most deprived 10% areas in England. These highly deprived communities tend to be concentrated towards the centre and west of the borough. Walsall fares particularly badly in terms of education, income and employment deprivation and many of the wider issues that challenge the borough match this pattern of deprivation. We currently have nearly 30% of children living in low income families.

These are just a few examples of the issues we face as a borough; our recently refreshed Joint Strategic Needs Assessment (JSNA) identifies a long list of emerging needs and has, along with other need assessments, informed the development of the Health and Well Being strategy and the Council's approach to prioritisation. On their own, as well as collectively, these issues present us with significant implications for service delivery as we grapple with meeting the future needs of our borough.

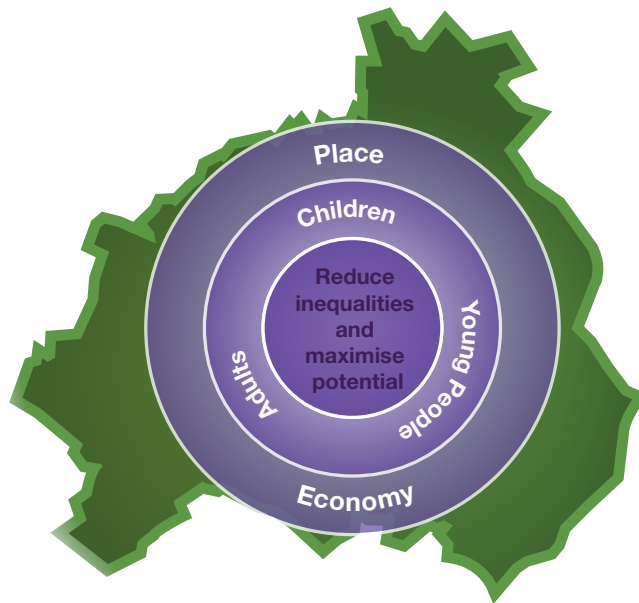
However we don't work alone in this endeavour. The Council is just one of the organisations in the borough that has a role in meeting the needs of local people. We work collaboratively on a day to day basis with our partners to provide vital services to residents.

Whenever it makes sense, we will always look to work in partnership. True partnership is not activity for its own sake, it is a collective commitment to improve Walsall, grounded in the realisation that we can achieve more together than we can alone. We will continue to seek partnerships that will benefit Walsall and our communities whether these be with public sector, private sector or voluntary organisations.

Our relationship with the voluntary and community sector is particularly important and will become more so as we strive to design services around local need, especially helping to empower communities to increasingly support themselves.

Our Priorities

As illustrated earlier in the focus on the borough the Council is aware of the challenges our communities face and therefore the areas the council needs to focus on when planning and delivering services. Within the purpose of reducing inequalities and maximising potential, the Council recognises the importance of securing inclusive economic growth for people of all ages from the very young to the very old and providing clean, safe and healthy places for communities to thrive. These three elements of 'place', 'economy' and 'people' are intertwined and interdependent, meaning the delivery of services will continue to become more collaborative and joined up.



In considering where resources should be focussed and where improvements can be made the corporate priorities have been updated and themed into four broad areas. These are:

Pursue inclusive economic growth: Walsall people will have appropriate skills and access to jobs so economic benefits are felt in each of our communities.

Make a positive difference to the lives of Walsall people: Increasing independence and improving healthy lifestyles so all can positively contribute to their communities.

Children are safe from harm, happy and learning well with self-belief, aspiration and support to be their best: Walsall children are provided with the best start in life so they can fulfil their potential and make positive contributions to their communities.

Safe, resilient and prospering communities: Walsall is a clean, safe and healthy place, with the right housing to meet need, accessible to all and with a strong sense of belonging and cohesion.

The table that follows provides additional detail beneath these 4 priority areas in the form of the service delivery priorities that will be focussed on along with some information regarding how we will work towards this deliverable. As with the three elements of 'place', 'economy' and 'people' the service delivery priorities contribute to meeting priorities in a number of ways. For example 'creating a business environment that supports job creation throughout Walsall' will help develop our economy through providing job opportunities for residents young and old, giving them more disposable income to support their families and will revitalise areas that are currently not being used to their maximum potential.

PURPOSE	PRIORITIES	Service Delivery Priorities	Economy	Adults
Reduce Inequalities and Maximise Potential	<p>Pursue inclusive economic growth: Walsall people will have appropriate skills and access to jobs so economic benefits are felt in each of our communities.</p>	<ol style="list-style-type: none"> 1. Creating a business environment which supports job creation throughout Walsall 2. Ensure people have skills and knowledge to enter and progress in work 3. Transform our infrastructure to support people's ability to access jobs (wherever they may be), and support company expansion, relocation and competitiveness in Walsall 4. Support our town and district centres to offer a distinctive and vibrant mix of retail, leisure, business, community, and cultural opportunities 5. Work with employers and key partners to create a healthy workforce for today and tomorrow. 	<p>✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓ ✓ ✓ ✓</p>
	<p>Make a positive difference to the lives of Walsall people: Increasing independence and improving healthy lifestyles so all can positively contribute to their communities.</p>	<ol style="list-style-type: none"> 6. Work with partners to ensure people can access high quality services which maximise independence, health improvement and safety, and that respect the autonomy, dignity and diversity of users 7. Transformation and integration of mental and physical health, reducing the use of institutional care with a greater focus on prevention, early intervention and self care. 8. Improve access arrangements and co-ordination of care, creating a streamlined pathway for people who need support from health and social care 9. Collaborate with partners to keep vulnerable people safe 10. Enable and maximise access to financial support and other services to promote independent living 	<p>✓</p>	<p>✓ ✓ ✓ ✓</p>
	<p>Children are safe from harm, happy and learning well with self-belief, aspiration and support to be their best: Walsall children are provided with the best start in life so they can fulfil their potential and make positive contributions to their communities</p>	<ol style="list-style-type: none"> 11. Increase school readiness 12. Ensure Walsall Schools and Academies deliver good education outcomes 13. Narrow gaps in educational attainment between the least and most deprived communities and for all under achieving groups 14. Safely reduce the number of Looked After Children and ensure that they are cared for within a family setting within their communities wherever possible 15. Improve the overall social, physical, emotional wellbeing and mental health of children 16. Improved outcomes for children in care and leaving care including reducing the number of care leavers not in education, employment or training (NEETs) 17. Families receive the right help and support when their needs are first identified 18. Raise self-esteem and aspirations for all children 19. Ensure all children are a healthy weight. 20. Reduce youth offending and the numbers of young people on remand in custody, and improve the outcomes for victims and young people in Walsall who have offended 21. The voice and participation of children and families inform and influence practice. 	<p>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓ ✓ ✓ ✓</p>
<p>Safe, resilient and prospering communities: Walsall is a clean, safe and healthy place, with the right housing to meet need, accessible to all and with a strong sense of belonging and cohesion.</p>	<ol style="list-style-type: none"> 22. Enable access and use of green spaces to improve health and wellbeing and reduce social isolation 23. Empower communities to support themselves by facilitating volunteering opportunities 24. Continue to roll out targeted services to meet needs of communities so providing the right services in the right places (locality models) 25. Reduce atmospheric pollution to improve long-term health of the population 26. Greater cultural understanding and awareness across all communities in Walsall (geographical and cultural) 27. Provide and support sustainable environments and services, which make Walsall an attractive and healthy and safe place to live and work 28. Promote good transport accessibility, allowing residents to access jobs and services, and businesses to operate effectively 29. Support the provision of housing, matched to local needs, in appropriate locations 30. Reduce homelessness and support those in need. 	<p>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</p>	

Children & YP	Places	How we will do it
✓	✓	a) Dramatically improve the brownfield land available for development in the borough through our Place pipeline
✓		b) Improve the employability, education and skills of Walsall people aligned where possible to the needs of local business
	✓	c) Pursue our transport and infrastructure priorities and seek funding from national, Black Country and West Midlands Combined Authority to invest in our Borough
✓	✓	d) Adhere to the Workplace Wellbeing Charter
✓		e) Encourage local businesses to participate in Corporate Social Responsibility programmes that support local priorities
		f) Reduce isolation and loneliness through the services provided and approach taken
		g) Provide support to those with long term conditions or those challenged by mental health or addiction problems to enable them to work
		h) Engage with the voluntary sector, housing, health & care markets to help shape them to meet the requirements of the new models of health and care
		i) Continue to develop staff, systems, processes, technologies and partnership working to support new models of delivery
		j) Develop a joint health and social care commissioning plan that supports the delivery of co-ordinated and streamlined services in health and social care
		k) Develop a health and care Place Plan for 2017/18 through Walsall Together to: <ul style="list-style-type: none"> • improve outcomes and experience of health & care services • improve the health & wellbeing of Walsall residents • reduce the overall cost of health & care to the Walsall pound
✓		l) Improve the quality of inclusive education provision across Walsall for all
✓		m) Deliver a strong early help and edge of care offer for families and children who need our early support; locality based with partner organisations
✓		n) Improve permanency planning for children in care
✓	✓	o) Ensure social work practice is based on good relationships with families and manages risk at the lowest level through high levels of support and appropriate interventions
✓		p) Develop a strong Council and Partnership offer around our role as a Corporate Parent
✓	✓	q) Deliver clear strategies to improve mental health and reduce obesity in children.
✓		r) Ensure the partnership owns the vision and that operational delivery continues to successfully assess, manage and reduce desistance factors and improve and further enhance protective factors
✓		s) Develop and implement a strategy for the best start in life that incorporate a maternity strategy, a healthy pregnancy service and a healthy schools programme
✓		
✓	✓	t) Create infrastructure to support third sector to develop further to deliver services
✓	✓	u) Further develop partnership approach and opportunities in localities based on clear, evidence based locality working model)
	✓	v) Support development and sustainability of quality affordable housing and develop cross partner approach to working with all homeless)
✓	✓	w) Improving links with 'hard to reach' and 'seldom heard from' communities through engagement events and activities
✓	✓	x) Organising events aimed at inter-cultural understanding and exchange
	✓	y) Administering database of community and voluntary sector opportunities and skills matching volunteers with opportunities
✓	✓	z) Develop and implement planning frameworks and policies that provide for the borough's future needs (including transport, employment, land, housing, leisure, retail, open spaces etc) and which promote health and wellbeing
✓	✓	aa) Update the Green Spaces Strategy to reinforce the role they play in supporting healthy lifestyles, economic growth etc...
✓	✓	bb) Maintain clean, safe and attractive urban environments, including provision of appropriate street cleansing services
		cc) Deliver an efficient and effective waste service, which encourages environmental sustainability (recycling)
		dd) Manage our highway assets and deliver transport improvement schemes (including public transport) in a way that supports economic growth, healthy living and promotes accessibility
		ee) Carry out our Public Health duties in relation to infection control and mitigating disease outbreaks
		ff) Exercise our community protection and enforcement powers to ensure safe and healthy environments
		gg) Prioritise the reduction of atmospheric pollution to improve health outcomes and the quality of the local environment

Walsall Council – moving towards 2020

In addition to work with our local communities and partners, the Council also plays a significant role in the region and this will continue as we seek to provide the best opportunities for residents and businesses and ensure Walsall continues to be a major player in the region.

Walsall has an established track record of collaborating with partners across the Black Country and the West Midlands to achieve progress in areas of key strategic importance for both Walsall and the region.

Black Country

As a founder member of the Association of Black Country Authorities (ABCA) and through working with the Black Country Local Enterprise Partnership (LEP) we established a formal Black Country Joint Committee (BCJC) to manage the devolution of Growth Deal funding at the Black Country level. This has enjoyed £200m+ of funding over recent years and stands ready to secure more in the future. Walsall Council is the accountable body for this funding arrangement together with the governance of the BCJC and we are proud of the excellent reputation this arrangement has in Government – seeing more money coming to the area as a result of open, transparent and proper governance of public money.

Work has also begun in the health and care arena with the desire to work collaboratively at a place based level and across the Black Country to provide the best levels of health and care for our populations. These ambitions have been encapsulated in the Black Country Sustainability and Transformation Plan (STP).

Our aim is to materially improve the health, wellbeing and prosperity of the population by providing standardised, streamlined and more efficient services. The STP sets out an ambitious approach to transforming our local health and care system in the Black Country and it proposes a number of critical recommendations:

- To implement LOCAL PLACE-BASED MODELS OF CARE for each community that deliver improved access to local services for the whole population, greater continuity of care for those with ongoing conditions and more coordinated care for those with the most complex needs. This work will build on the Multi-speciality Community Provider (MCP) and Primary and Acute Care Systems (PACS) approaches which are already being developed with local communities, in order to deliver an 'Accountable Care Organisation' model appropriate to each of our localities.
- To create, through EXTENDED COLLABORATION BETWEEN SERVICE PROVIDERS, a coordinated system of care across the Black Country to improve quality and to deliver efficiencies on a scale not accessible to individual organizations. This will build on existing collaborations such as the Black Country Alliance and the Transforming Care Together Partnership for Mental Health and Learning Disability Services, and it includes the development of the new Midland Metropolitan Hospital (bringing together acute services from Sandwell and City hospitals) following Public Consultation in 2007.
- To take coordinated action to address the particular challenges faced by our population in terms of MATERNAL AND INFANT HEALTH, and to create a single Black Country maternity plan that inter-relates with Birmingham and Solihull where necessary.
- To work together on KEY ENABLERS that will enable us to achieve significant workforce efficiency and transformation, to deliver the digital infrastructure required for modern patient-centred services, to rationalise public sector estate utilisation, and to streamline commissioning functions.
- To act together, and in partnership with the West Midlands Combined Authority, to address the WIDER DETERMINANTS OF HEALTH such as employment, education and housing.

West Midlands Combined Authority

Walsall MBC has joined the West Midlands Combined Authority (WMCA) as a founding constituent member. Conceived

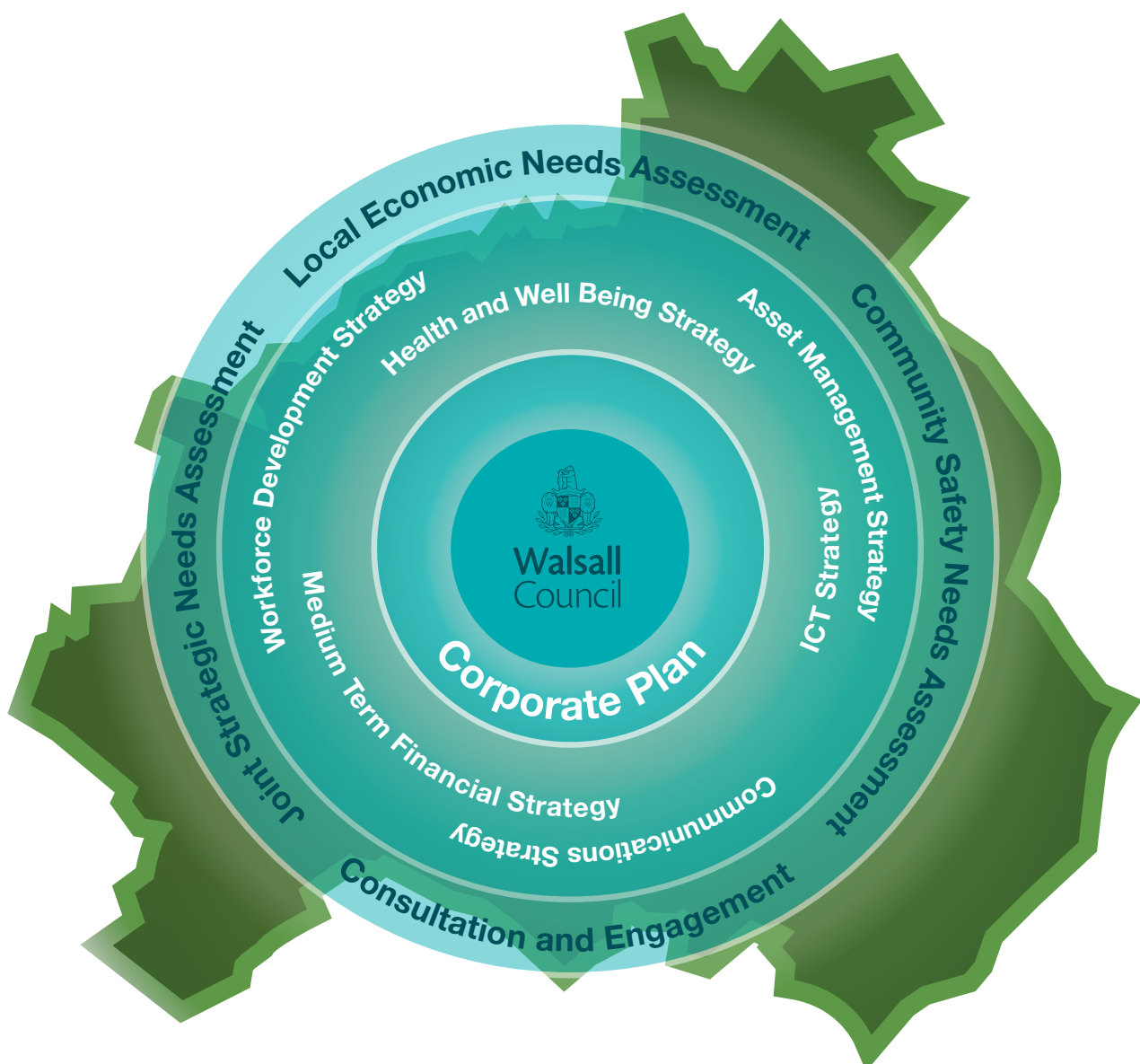
as a powerful regional partnership with the purpose of improving the economy for the people and businesses of the West Midlands, the WMCA will be the mechanism through which devolution of significant funding and power from Westminster to the West Midlands will be delivered. We have been a keen supporter of the principle of 'balance' in ensuring that all communities benefit from the WMCA's investment programmes and devolved powers. We will ensure that our priorities for affordable housing, employment sites and significant regeneration and transport projects can enjoy funding and support from the WMCA. Additionally we will lead the WMCA response to the independent Land Commission following receipt of their findings.

Our approach to delivery

Whilst this plan sets out what we need to do and how we are going to approach tackling these priorities, it does not sit in isolation of other strategies or delivery plans. Understanding the needs of all our communities is key to ensuring we are correctly prioritising how we allocate resources and are connected to work we are delivering in partnership with other organisations such as the police, health partners and voluntary and community groups.

The delivery of the priorities in this plan is supported by an integrated set of supporting strategies and delivery plans. As we move towards longer term planning and budgeting some of these supporting documents are under development or being refreshed. The diagram below references some of the key strategies that have informed and will support the priorities

Integrated planning model



The strategies that support the delivery of our corporate plan are interconnected and in some instances e.g. the Health and Well Being Strategy, they are developed with partners. We recognise the Council needs to be cost effective and efficient in everything that it does to achieve the maximum impact for our communities.

It is crucial that we have a clear direction and these integrated internal strategies will provide that and allow us to focus our limited resources on what's really important, and what could make the biggest difference to the people of Walsall.

What will be different moving forward?

The world is changing fast and as a council we must react to meet the increased demand and expectations from our citizens and business community, whilst managing service delivery with decreasing resources. As we face these challenges we are seeking new and innovative ways of delivering council services, taking advantage of digital technologies.

Our residents, businesses, customers and clients access technology and digital services in all areas of their daily lives at a time and place convenient to them and this should be reflected in how the council interacts with its customers. Delivering services digitally has a profound and transformational impact on the type and quality of offerings the council is able to make. Customers being able to self-serve improves availability and access to information and the ability to choose, book, report and pay for council services.

The council's Information, Communication and Technology Strategy supports four key aspects of the way we will deliver our services:

Digital by Desire – will support customers to access and self-serve on-line whenever and wherever is most appropriate to do so. We have a programme to digitally enable services which lend themselves to be delivered through internet browser technologies.

Using Information to Help the Way We Work – Information is a valuable asset and the Council creates and holds significant amounts of data and information from its many and varied interactions with customers and businesses. We will ensure that we capture and hold information appropriately depending upon its sensitivity and we will endeavour to use it to provide improved customer experience and interaction with customers.

Using Technology Effectively – as well as offering technology solutions to deliver services to our customers, council staff have up-to-date technologies to help them to work effectively, i.e. using mobile tablet devices and smart phones to support service delivery closer to customers out in the borough and therefore reducing the amount of paperwork being printed by holding information within secure electronic system.

Maintaining our ICT Infrastructure and Service – the Council will prioritise its investment in the technology tools and skills it needs to ensure that the ICT provision is safe, reliable and secure. We support our staff who rely on different forms of technology to do their jobs and we also secure the IT systems which hold and process the information we rely on. This is reflected in the way the ICT strategy aligns with our emerging workforce strategy.

At the heart of Walsall's approach to digital services, we aim to manage the data we collect and process, gaining value from turning it into information, adding intelligence to give knowledge and enable better service provision.

Our Values

Our values will help us to achieve the Council's purpose and priorities. They will help to shape how we as a council will work in our local and regional communities. Our values underpin the way we operate as an organisation. They influence our choices and our behaviours - they are the thread running through everything we do.



The Council recognises that as austerity measures continue to impact on what we do and how we do it, our staff are increasingly important and our best asset. To support the existing workforce development plans, the overarching strategy is under development to reflect the most up to date understanding of our communities and what we need to deliver so we can ensure our workforce continue to have the skills and knowledge needed to meet the needs of all our customers. This will inevitably lead to a revised set of values that reflect the organisation the Council will be in the future.

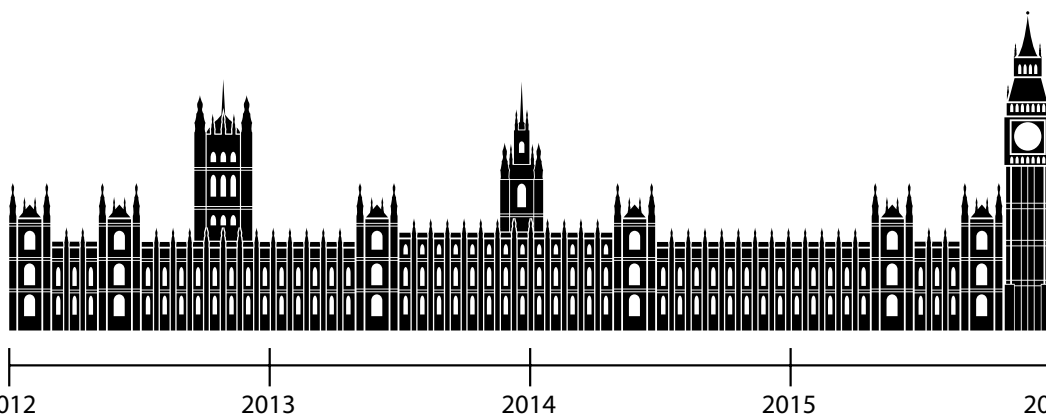
Our Finances

The Council, as recognised by our external auditors, has and continues to be well run financially, continuing to balance the books and meet tough savings targets, whilst largely protecting the most vulnerable adults and children in our community.

Like other local authorities, however, we continue to face exceptional financial pressures, driven by increases in demand, new areas of responsibility and unprecedented cuts to public services funding. This is going to get more difficult given the context of:



£6,965 the amount spent per household in 2010 /11 compared to £5,473 the amount spent per household in 2016/17



Government funding has reduced over the last 5 years by £73m, contributing to the £93m saving made over the same period

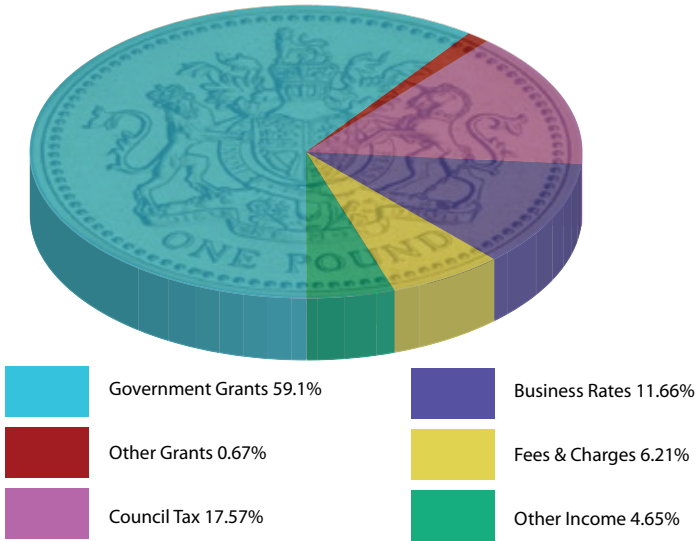
To meet this challenge, the Council has a robust financial plan to meet the corporate priorities covering the period up to 2019/20.

This Includes:

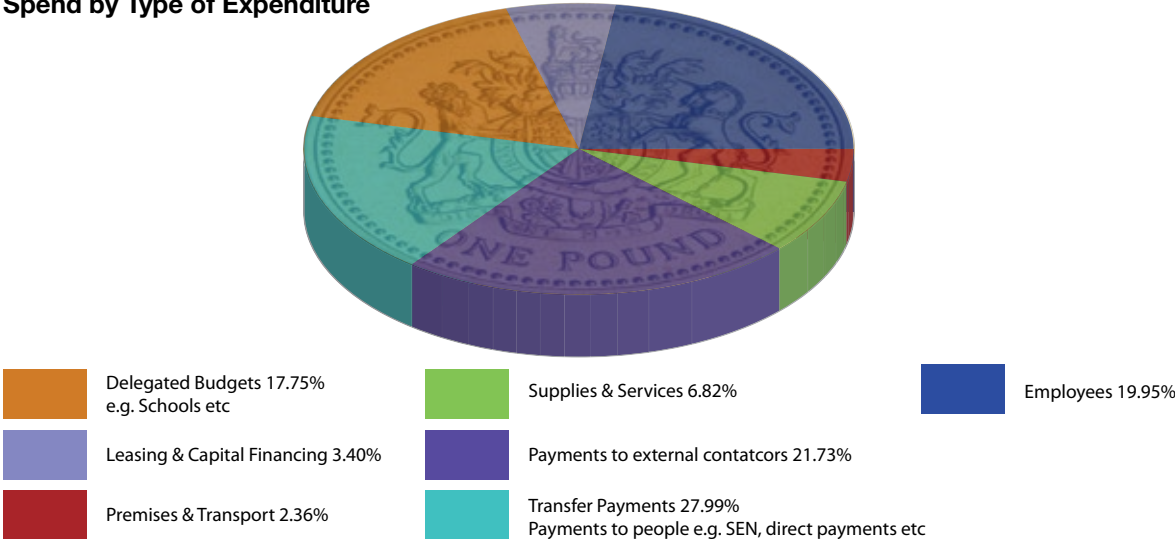
- £55m the amount of savings required over the life of this plan
- £169m the amount of investment in services and infrastructure planned over the life of this plan.
- £1.8 billion the amount planned to be spent over the lifetime of this plan.

The following illustrations explain where the Council's funding comes from and how it is spent.

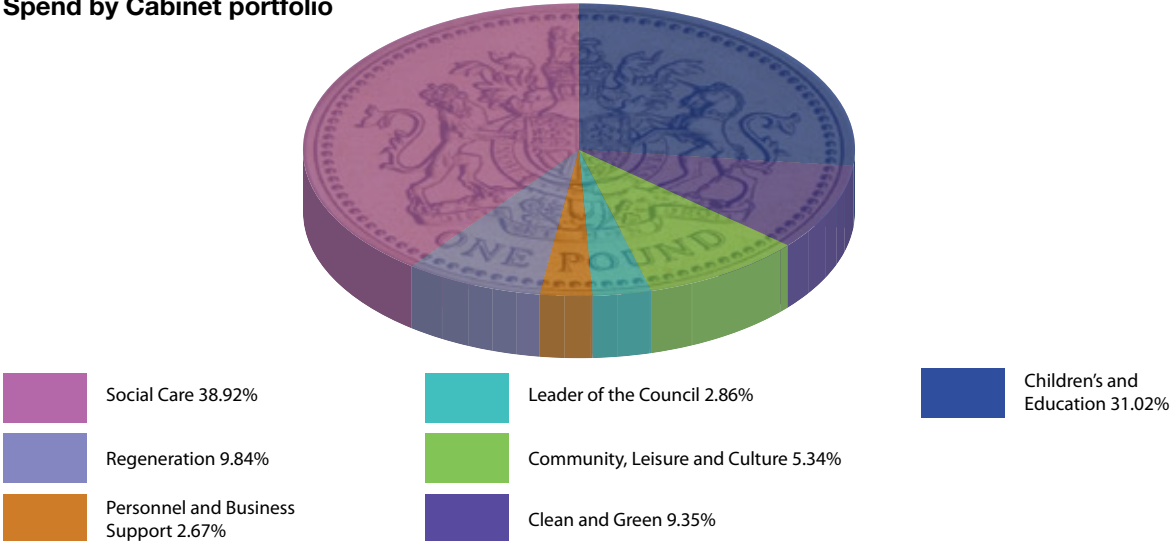
Sources of funding



Spend by Type of Expenditure



Spend by Cabinet portfolio



Walsall Council in 2020

By 2020, as a result of funding cuts, rising costs and new responsibilities, the Council will have significantly rebalanced its budget. Driven by the need to achieve savings between 2010 and 2020 and in dialogue with our communities, we have made some really tough decisions, working hard to ensure that the budget we have in place best serves the needs of our borough and notably those most in need of our services. Our ongoing overall priority as we seek to rebalance our budget and make every penny count will continue to be to reduce inequalities and maximise potential.

As a result, by necessity, whilst the council is smaller and we do fewer things, we still maintain delivery of a significant proportion of services, though now we are more streamlined in our approach having developed new and innovative ways of delivering services locally, regionally and in partnership with others. This approach is set to continue as we constantly evolve in an ever-changing world.

Going forward, the Council will continue to be a key enabler of improvements to Walsall, its Districts and the region, working innovatively and collaboratively with strong and resilient communities, public sector partners, voluntary organisations, schools and businesses to shape services that deliver real and sustainable improvements to people's lives. Vibrant, cohesive and tolerant communities with a strong sense of pride working collaboratively will continue to support reducing inequalities and make Walsall a healthy town.

Our efforts will be focused on strengthening our economy, protecting vulnerable people and ensuring that Walsall is a clean, safe and vibrant place.

If you would like this document in another language or format contact please contact

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Agenda Item No.



WEST MIDLANDS
COMBINED AUTHORITY

Combined Authority Board Meeting

Date	7 April 2017
Report title	West Midlands Combined Authority Overview and Scrutiny Committee
Cabinet Member Portfolio Lead	Councillor Bob Sleigh – Chair of the WMCA
Accountable Chief Executive	Jan Britton Email: jan_britton@sandwell.gov.uk Tel: 0121 569 3500
Accountable Employee	Sarah Sprung Email: sarah_sprung@sandwell.gov.uk Tel: 0121 569 3200
Report to be/has been considered by	Management Board Programme Board Legal Group

Recommendation(s) for action or decision:

The Combined Authority Board is recommended to:

1. Note the progress of the Combined Authority Scrutiny Committee;
2. Consider the implications of the Combined Authorities Overview and Scrutiny Committees (Access to Information and Audit Committees) Order 2017.
3. Consider options for the West Midlands Combined Authority Overview and Scrutiny the membership model as detailed in Appendix 2.

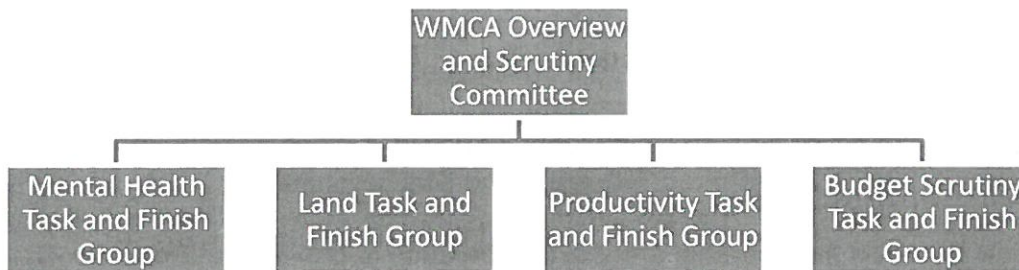
1.0 Purpose

- 1.1 This report is to apprise the Combined Authority Board of progress with the development of the Scrutiny function, and on the implications contained in the Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2017 which comes into force on 8 May 2017.

2.0 Background

- 2.1 The Scrutiny Committee of the West Midlands Combined Authority was established by the Shadow Combined Authority Board on 10 June 2016, and ratified following the inception of the WMCA on 29 June 2016, also referred to as the AGM. The Committee met twice in 2016 and, in addition, held a workshop event to which Combined Authority Board Members (the Executive), Scrutiny Committee Members and Chief Executives attended.
- 2.2 At its first meeting on 15 July 2016, the Scrutiny Committee appointed its Chair, Councillor Peter Hughes, considered its terms of reference and other constitutional related items. At this point it was decided that a workshop to bring together the executive and scrutiny was required in order that a work programme could be developed which would allow the Scrutiny Committee to add value to the work of the Combined Authority.
- 2.3 The purpose of the workshop held on 25 November 2016 was:-
- To learn of the key strands of work being undertaken by the West Midlands Combined Authority (WMCA);
 - To hear of areas where the WMCA believed scrutiny's involvement could add value;
 - To consider a way of working by scrutiny members which balanced the need to hold to account with pre-decision scrutiny;
 - To consider an outline work programme for the Joint Scrutiny Committee.
- 2.4 One area which was given consideration at the workshop event was in relation to how the Scrutiny Committee could maintain links with local authority scrutiny across the Combined Authority Area. This matter had been identified as a key issue with other Combined Authority scrutiny arrangements nationally. However, the West Midlands are fortunate to have an established, mature Regional Scrutiny Network consisting of Local Authority Scrutiny Chairs and Scrutiny Managers. Consultation took place with the Network on 13 January 2017, firstly to apprise them of progress in developing the CA scrutiny committee, and secondly to consider their views on how CA scrutiny should engage with local authorities in the area.
- 2.5 The feedback received from the Network was that it could be utilised for 'calls for evidence' as required by the WMCA Scrutiny Committee but that this should not detract from maintaining a dialog with individual constituent and non-constituent councils. Indeed contact was made with scrutiny managers of constituent and non-constituent councils in December 2016 seeking views on engagement. Only three responses were received, two with offers to host meetings. To further cement the relationship between WMCA Scrutiny and Local Authority Scrutiny an engagement session is planned to take place on 4 April 2017 where discussion will take place on ways of working and protocols on responsibilities for holding to account.

- 2.6 A further meeting of the Scrutiny Committee took place on 16 December 2016. The Committee considered a report on the outcomes of the workshop and discussed its work programme and how best to structure its ways of working to deliver against this. It was felt that a key area in which Scrutiny may be able to add value was in relation to the three commissions established by the Combined Authority. The Committee considered that it would 'add value' not by scrutinising the content of commission reports, but by investigating how recommendations from the Commissions may be taken forward and implemented effectively across the Combined Authority area.
- 2.7 Whilst the Scrutiny Committee will retain responsibility for holding WMCA to account, it was decided that (in the first instance) four task and finish groups be established to undertake key strands of work. These Groups reflect the three commissions, plus the requirement to undertake scrutiny of the Combined Authority budget. The structure of the scrutiny function is set out below:-



- 2.8 The Chair of Scrutiny has been working closely with the newly appointed independent Chair of Audit Risk and Assurance to ensure that the two areas work in a complementary, effective way. To further this, the Chair of Audit attended the Scrutiny Workshop on 25 November, 2016 and the Scrutiny Committee Meeting in December. In addition a joint finance training session, for members of both scrutiny and audit, took place on 27 January 2017.
- 2.9 In order for any Scrutiny Committee to be effective it needs dedicated resources both in terms of officer commitment and commitment from its members. Going forward this is paramount to the Committee achieving positive outcomes and applies to members and substitute members. Where nominated members are unable to attend there needs to be a culture of sending substitute members to ensure consistent representation of both constituent and non-constituent members.
- 2.10 On 26 November 2016 a draft order was laid before Parliament, entitled the Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2016 [the order] [Update: the Order was ratified on 27 January 2017 and will take effect on 8 May 2017]. The Scrutiny Committee met on 27 January 2017 and discussed key areas of the Order and their implications for Combined Authority Scrutiny arrangements. A full analysis of the Order is contained in Appendix 1, a summary of significant areas of the Order are summarised as follows:

i) Membership

- The majority of members of the scrutiny committee must be members of a constituent council, all of those members have one vote.
- Where a member is not from a constituent council they don't have a vote automatically, but can be given one by resolution of the combined authority, this provides a mechanism for the scrutiny committee to appoint members from non-constituent councils and/or expert co-optees.
- The spread of the scrutiny committee members from the constituent councils must reflect the overall balance of political parties across the constituent councils, this is the balance of members overall, not just the leadership of the councils.
- Appointments must be accompanied by a public notice.
- Two-thirds of members must be present for a meeting to be quorate.
- There is provision within the Order for WMCA to appoint an independent chair to the Scrutiny Committee.

In order to achieve a majority of Constituent Council representatives, and achieve political balance, the preferred option of the Chair of the WMCA Overview and Scrutiny Committee is detailed below:-

- i) 12 seats for Constituent Councils
- ii) 3 seats for LEP representatives
- iii) 4 seats for Non-Constituent Councils, 1 place per County area (Warwickshire, Worcestershire, Shropshire and Staffordshire).

Further detail on membership and political balance is provided at Appendix 2.

ii) Chairing

- Where the Chair is an "independent" person (an option open to CAs to include in their governance scheme) it means that they must not be a member or officer now (or in the last five years) of a constituent council, or a parish council which forms part of an area covered by a constituent council, or a close friend or relative of someone with the above characteristics;
- Where the Chair is not an independent person, they must be an appropriate person. This means that they cannot be of the same political party as the Mayor. Where the Mayor is elected as an independent candidate, the scrutiny committee chair must not be of the same party that has the majority of members on the scrutiny committee – or where two or more parties have the same number of members, any of those parties;
- There has to be a public appointment process for the Chair if they are to be an independent person.

The Chair of the Overview and Scrutiny Committee (and their political party) for the next Municipal year can only be determined once the Mayoral election has been concluded.

iii) Member references and work programming

- Similar provisions exist here as apply to individual councils. The CA scrutiny committee must put in place arrangements to ensure that any of its members (and, importantly, any member of the combined authority) can refer an issue to the scrutiny committee for discussion;

- Where the committee decides not to accept such reference it has to provide reasons for its decision.
- iv) Relations with the Mayor and combined authority
- The provisions here are broadly similar to those that apply to individual authorities. CA scrutiny committees have the power to make recommendations to the combined authority and Mayor, both the CA Board and Mayor are required to respond within two months;
 - In relation to call-in (provided for under Schedule 5A of the 2009 Act) a meeting must be convened by the CA Board or Mayor to reconsider the decision no later than 10 days after the scrutiny committee's recommendation is received.
 - Where information is provided to a member of a scrutiny committee, the Mayor or CA Board, the usual provisions around confidential and exempt information will apply. Members of scrutiny committees do however have enhanced information rights, broadly similar to those conferred on councillors by virtue of Regulations laid in 2012. In the case of CA scrutiny committee members, such requests must be complied with by the Mayor or CA Board no later than 10 days after they are received.

Appendix 3 to the report details mechanisms for holding the mayor and the Combined Authority to account.

- v) Mayoral and CA decision-making – key decisions
- The provisions around “key decisions” are essentially identical to those applying to individual authorities. A key decision is one involving significant (the term is not defined) expenditure or significant issues covering two or more electoral wards or divisions in the area. As usual, the requirement is that certain details of such decisions be published 28 days in advance, although there are certain urgency provisions that apply.
 - The special urgency provisions provide for the 28 days requirement, and normal urgency provisions, to be waived if the scrutiny chair agrees. Where the Chair is not available, the duty falls to the Chair of the CA. Where the CA Chair is also the Mayor, this could involve the Mayor making a judgment on the urgency of one of his/her own decisions. The Centre for Public Scrutiny has sought further clarification on this element of the Order. The Department for Communities and Local Government have advised that they do not envisage that the Mayor will be classed as a “decision-maker” under this part, so the Mayor cannot find themselves in the position of giving approval to their own request for special urgency. Further clarification on the definition of “decision-maker” for the purpose of the Order is awaited.
- vi) Scrutiny officer
- As with individual councils, the CA must appoint a “scrutiny officer”, with a duty to promote the function. Such an officer must be an employee of the CA – not any of the constituent councils. The Centre for Public Scrutiny has sought further clarification on this element of the order and has provided the following update as of 15 December, 2016: The Department for Communities and Local Government advised that their reading of this part (Clause 9 of the Order) is that it does not preclude a seconded officer from a constituent council from holding the position of combined authority scrutiny officer.

Sandwell Metropolitan Borough Council has seconded an officer to undertake the role of Statutory Scrutiny Officer for 2.5 day per week for a 12 month period.

2.10 At its meeting on 27 January 2017, the WMCA Scrutiny Committee considered the implications of the Order and provides the following comments that the Board may wish to take into consideration:-

- Membership requires the right balance to ensure that the Committee does not become too large and unwieldy, whilst also ensuring that non-constituent members have a strong voice. The preferred option in terms of political and geographical balance is detailed in Appendix 2, Option 1.
- Protocols between the executive and scrutiny need to be developed to ensure that there is clarity of purpose and accountability.
- Protocols also need to be developed between CA Scrutiny and local authority scrutiny.
- Mechanisms for scrutiny of the CA budget need to be put in place for the 2017/18 Municipal Year.

3.0 Wider WMCA Implications

3.1 The effectiveness of the CA Scrutiny function will contribute to the overall effectiveness of the Combined Authority.

3.2 The CA must ensure that it is compliant with relevant legislation.

3.3 Arrangements for the scrutiny of CA decisions also need to be developed. The WMCA Scrutiny Committee has investigated the process undertaken at the London Assembly. Appendix 3 to this report details how Overview and Scrutiny will achieve this.

4.0 Financial implications

4.1 At present the cost of the officer to support the scrutiny function is being met by Sandwell Metropolitan Borough Council (SMBC). SMBC have agreed to fund this post for a fifteen month period, this period commenced on 1 January 2017.

5.0 Legal implications

5.1 A number of amendments will be required to the WMCA Constitution in light of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, as detailed in Appendix 1 to this report.

5.2 There are no further legal implications flowing from this report

6.0 Schedule of background papers

6.1 House of Commons Library – briefing paper number 06649, 23 November 2016 Combined authorities.

The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

7.0 Appendices

[PUBLIC]

Appendix 1 – Analysis of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2016;
Appendix 2 – Membership of the West Midlands Combined Authority Overview and Scrutiny Committee;
Appendix 3 – Holding the Mayor and the Executive to Account.

1

Section of the Order	Current Provision	Further Action Required
<p>3. - (1) The majority of members of a combined authority's overview and scrutiny committee must be members of that combined authority's constituent councils.</p>	<p>Compliant at present.</p>	<p>At present there are 12 members on the Scrutiny Committee, 7 from Constituent Authorities, 3 from Non-Constituent Authorities and 2 from LEP's.</p> <p>Black Country and Coventry and Warwickshire have each nominated a representative to the scrutiny board, the third LEP (Greater Birmingham and Solihull) have yet to nominate a representative.</p> <p>As the number of non-constituent councils increase there is a danger that, should each wish to sit on the Scrutiny Committee, the majority of members would cease to be from constituent councils. Options are discussed within the report and detail is provided in Appendix 2.</p>
<p>3. - (2) At least two-thirds of the total number of members of the overview and scrutiny committee must be present at a meeting of the overview and scrutiny committee before business may be transacted.</p>	<p>Requires change in constitution.</p>	<p>Part 2, Section 9. of the WMCA Constitution be amended to read: "no business is to be transacted at a meeting of any overview and scrutiny committee appointed by the Combined Authority unless two thirds of its members from at least five separate Constituent Authorities (or substitute members acting in place of those members) are present at the meeting.</p>

Section of the Order	Current Provision	Further Action Required
<p>3. - (3) Each member of the overview and scrutiny committee appointed from the constituent councils is to have one vote and no member is to have a casting vote.</p>	Compliant.	No action required.
<p>3. - (4) Members of the overview and scrutiny committee who are appointed other than from the constituent councils shall be non-voting members of the committee but may be given voting rights by resolution of the combined authority.</p>	Part 2, Section 6 of the WMCA Constitution states that each member of the Overview and Scrutiny Committee has one vote.	The decision to allow non-constituent councils the right to vote needs to be by resolution of the Board. The CA constitution is silent on this at the moment and needs to be explicit.
<p>3. - (5) Any questions that are to be decided by the overview and scrutiny committee are to be decided by a simple majority of the members present and voting on that question at a meeting of the overview and scrutiny committee.</p>	Compliant.	No action required.
<p>3. - (6) If a vote is tied on any matter it is deemed not to have been carried.</p>	Compliant.	No action required.
<p>3. - (7) In this article, references to an overview and scrutiny committee include references to a subcommittee of such a committee.</p>	As the Committee has established Select Committees the provisions of this order will also apply to these bodies.	No action required.
<p>4.—(1) The combined authority must— (a) appoint such a number of members of each of the constituent councils to an overview and scrutiny committee, so that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing</p>	Will be reliant on each council confirming nominations in order to be compliant.	Liaise with all councils to advise of deadline for receipt of nominations. Publish notice online advising of appointments.

Section of the Order	Current Provision	Further Action Required
<p>among members of the constituent councils when taken together; and</p> <p>(b) within the period of 28 days beginning with the day on which an appointment is made to the overview and scrutiny committee, publish a notice that—</p> <p>(i) states that it has made an appointment;</p> <p>(ii) identifies each member of the committee who has been appointed; and</p> <p>(iii) specifies the period for which the members of the committee have been appointed.</p>		
<p>4. - (2) The notice mentioned at paragraph (1)(b) must be published—</p> <p>(a) if the combined authority has a website, on its website; or</p> <p>(b) otherwise, in such manner as it thinks is likely to bring the notice to the attention of persons who live in its area.</p>	See above.	See above.
<p>5.—(1) — Paragraphs (2) to (4) apply where the chair of an overview and scrutiny committee is to be an independent person in accordance with provision made under paragraph 3 of Schedule 5A to the 2009 Act(b).</p>		
<p>5. - (2) A person is independent if the person—</p> <p>(a) is not a member, co-opted member or officer of the combined authority;</p> <p>(b) is not a member, co-opted member or officer of a constituent council or a parish council for which a constituent council is the principal authority;</p> <p>(c) is not a relative, or close friend, of a person within</p>	Not applicable at present.	The WMCA Board may wish to consider the appointment of an independent chair in future years, if so these provisions would apply.

Section of the Order	Current Provision	Further Action Required
<p>sub-paragraph (a) or (b); and (d) was not at any time during the 5 years ending with an appointment as chair of the overview and scrutiny committee under arrangements made by the combined authority in accordance with paragraph 3(4)(a) of Schedule 5A to the 2009 Act— (i) a member, co-opted member or officer of the combined authority; or (ii) a member, co-opted member or officer of a constituent council or a parish council for which a constituent council is the principal authority. (3) A person may not be appointed as independent chair of the overview and scrutiny committee unless— (a) the vacancy for a chair of the overview and scrutiny committee has been advertised in such manner as the combined authority considers is likely to bring it to the attention of the public; (b) the person has submitted an application to fill the vacancy to the combined authority, and (c) the person's appointment has been approved by a majority of the members of the combined authority. 5. - (4) A person appointed as independent chair of the overview and scrutiny committee does not cease to be independent as a result of being paid any amounts by way of allowances or expenses in connection with performing the duties of the appointment. 5. - (5) Paragraph (6) applies where the chair of an overview and scrutiny committee is to be an appropriate person in accordance with provision made</p>		

Section of the Order	Current Provision	Further Action Required
<p>under paragraph 3(4)(b) of Schedule 5A to the 2009 Act.</p>		
<p>5. - (6) Where the mayor is not a member of a registered political party, a person may not be appointed as chair of the overview and scrutiny committee if that person is –</p> <p>(a) a member of the registered political party which has the most representatives among the members of the constituent councils on the combined authority, or</p> <p>(b) where two or more parties have the same number of representatives, a member of any of those parties.</p>	<p>Not compliant.</p>	<p>Change required to Part 2, Section 7 of the WMCA Constitution. The Chair of the WMCA Scrutiny Committee will not be able to be of the same political party as the elected mayor, following the mayoral election on 4 May 2017.</p> <p>Add to 7.1 “The chair of the committee must come from a different political party from the combined authority mayor (or the combined authority’s majority party, if there is no mayor)”.</p>
<p>6.—(1) The combined authority must ensure that it enables—</p> <p>(a) any member of an overview and scrutiny committee to refer to the committee any matter which is relevant to the functions of the committee;</p> <p>(b) any member of a sub-committee of an overview and scrutiny committee to refer to the sub-committee any matter which is relevant to the functions of the sub-committee;</p> <p>(c) any member of the combined authority to refer to an overview and scrutiny committee any matter which is relevant to the functions of the committee and is not an excluded matter; and</p> <p>(d) any member of a constituent council or a non-constituent council(a) of a combined authority to refer to an overview and scrutiny committee any matter</p>	<p>Compliant.</p>	<p>Suggest further work take place with constituent and non-constituent councils to publicise the work of WMCA Scrutiny Committee, in order to engage Council’s in the scrutiny process.</p> <p>Existing work with the West Midlands Regional Scrutiny Network provides a good foundation for this work in ensuring messages are delivered at a local level and that there is opportunity for council’s to feed information up.</p> <p>Session carried out with the Regional Scrutiny Network on 13 January, 2017.</p>

Section of the Order	Current Provision	Further Action Required
<p>which is relevant to the functions of the committee and is not an excluded matter.</p>		
<p>6. - (2) For the purposes of paragraph (1), a combined authority enables a member mentioned in paragraph (1)(a) to (d) to refer a matter to a committee or sub-committee if it enables that member to ensure that the matter is included in the agenda for, and discussed at, a meeting of the committee or sub-committee.</p>	Compliant.	See above.
<p>6. - (3) Paragraphs (4) to (7) apply where a matter is referred to an overview and scrutiny committee by a member of a combined authority or a member of a constituent council or a non-constituent council in accordance with arrangements made by the combined authority pursuant to paragraph (1)(c) or (d).</p>	Compliant	Ensure that members are trained on the powers of overview and scrutiny.
<p>6. - (4) In considering whether or not to exercise any of the powers under arrangements made in accordance with paragraph 1(2)(a) or (3)(a) of Schedule 5A to the 2009 Act in relation to a matter referred to the committee, the committee must have regard to any representations made by the member as to why it would be appropriate for the committee to exercise any of these powers in relation to the matter.</p> <p>6. - (5) If the committee decides not to exercise any of its powers under arrangements made in accordance with paragraph 1(2)(a) or (3)(a) of Schedule 5A to the 2009 Act in relation to the matter, it must notify the member of— (a) its decision; and (b) the reasons for it.</p>	Compliant	Ensure that members are trained on the powers of overview and scrutiny.

Section of the Order	Current Provision	Further Action Required
<p>6. - (6) The committee must provide the member with a copy of any report or recommendations which it makes under paragraph 1(2)(b) or (3)(b) of Schedule 5A to the 2009 Act in connection with the matter referred to it by the member.</p> <p>6. - (7) Paragraph (6) is subject to article 8 (confidential and exempt information).</p>		
<p>7.—(1) Where an overview and scrutiny committee or a sub-committee of such a committee makes a report or recommendations the committee may—</p> <p>(a) publish the report or recommendations;</p> <p>(b) by notice in writing require the combined authority or the mayor to—</p> <p>(i) consider the report or recommendations;</p> <p>(ii) respond to the overview and scrutiny committee indicating what (if any) action the combined authority proposes to take;</p> <p>(iii) if the overview and scrutiny committee has published the report or recommendations under paragraph (a), publish the response.</p> <p>(2) A notice given under paragraph (1)(b) must require the combined authority or the mayor to comply with it within two months beginning with the date on which the combined authority or the mayor received the reports or recommendations or (if later) the notice.</p> <p>(3) The combined authority or the mayor must respond to a report or recommendations made by an overview and scrutiny committee, or a sub-committee of such a committee, as result of a</p>	<p>No recommendations have been put forward from scrutiny to the executive as yet.</p>	<p>Develop protocols between scrutiny and the executive to ensure all parties are clear on requirements and expectations in relation to the consideration of recommendations.</p>

Section of the Order	Current Provision	Further Action Required
<p>referral made in accordance with article 6 within two months beginning with the date on which the combined authority or the mayor received the notice.</p>		
<p>(4) Where an overview and scrutiny committee exercises any of its powers under arrangements made in accordance with paragraph 1(2) or 1(3) of Schedule 5A to the 2009 Act in relation to a decision made but not implemented—</p> <p>(a) where recommendations have been made under paragraph 1(4)(b) of Schedule 5A to the 2009 Act, the combined authority or the mayor must hold a meeting to reconsider the decision no later than 10 days after the date on which the recommendations of the overview and scrutiny committee were received by the combined authority; and</p> <p>(b) any direction under arrangements made in accordance with paragraph 1(4)(a) of Schedule 5A to the 2009 Act may have effect for a period not exceeding 14 days from the date on which the direction is issued.</p>	<p>Compliant.</p>	<p>No action required.</p>
<p>8.—(1) This article applies in relation to—</p> <p>(a) the publication of any document as a result of a reference made in accordance with article 7 (duty of combined authority and the mayor to respond to overview and scrutiny committee) comprising—</p> <p>(i) a report or recommendations of an overview and scrutiny committee; or</p> <p>(ii) a response of a combined authority or the mayor to any such report or recommendations; and</p>	<p>No recommendations have been put forward from scrutiny to the executive as yet.</p>	<p>Develop protocols between scrutiny and the executive to ensure all parties are clear on requirements and expectations in relation to the consideration of recommendations.</p>

Section of the Order	Current Provision	Further Action Required
<p>(b) the provision of a copy of such a document to a member of a combined authority or to a member of a constituent council or a non-constituent council, by an overview and scrutiny committee or a combined authority or the mayor.</p>		
<p>(2) The overview and scrutiny committee or the combined authority, or the mayor in publishing the document— (a) must exclude any confidential information; and (b) may exclude any relevant exempt information. (3) The overview and scrutiny committee, or the combined authority, or the mayor, in providing a copy of a document to a member of the combined authority or to a member of a constituent council or a non-constituent council, may exclude any confidential information or relevant exempt information. (4) Where information is excluded under paragraph (2) or (3), the overview and scrutiny committee or the combined authority, or the mayor, in publishing, or providing a copy of, the document— (a) may replace so much of the document as discloses the information with a summary which does not disclose that information; and (b) must do so if, in consequence of excluding the information, the document published, or copy provided, would be misleading or not reasonably comprehensible. (5) If by virtue of paragraph (2), (3) or (4) an overview and scrutiny committee or the combined authority, or the mayor, in publishing or providing a</p>	<p>Compliant.</p>	<p>No action required.</p>

Section of the Order	Current Provision	Further Action Required
<p>copy of a report or recommendations— (a) excludes information; or (b) replaces part of the report or the recommendations with a summary, it is nevertheless to be taken to have published the report or recommendations. (6) In this article— “confidential information” has the meaning given by section 100A(3) of the Local Government Act 1972(a) (admission to meetings of principal councils); “exempt information” has the meaning given by section 100I of that Act(b); and “relevant exempt information” means— (a) in relation to a report or recommendations of an overview and scrutiny committee, exempt information of a description specified in a resolution of the overview and scrutiny committee under section 100A(4) of the Local Government Act 1972 which applied to the proceedings, or part of the proceedings, at any meeting of the overview and scrutiny committee at which the report was, or recommendations were, considered; and (b) in relation to a response of the authority or of the mayor, exempt information of a description specified in such a resolution of the authority which applied to the proceedings, or part of the proceedings, at any meeting of the authority at which the report or response was, or recommendations were, considered. (7) In this article, references to an overview and scrutiny committee include references to a</p>		

Section of the Order	Current Provision	Further Action Required
<p>subcommittee of such a committee.</p> <p>9.—(1) A combined authority must designate one of its officers as the scrutiny officer of the overview and scrutiny committee to discharge the functions in paragraph (2).</p> <p>(2) Those functions are—</p> <p>(a) to promote the role of the overview and scrutiny committee;</p> <p>(b) to provide support and guidance to the overview and scrutiny committee and its members;</p> <p>(c) to provide support and guidance to members of the combined authority and to the mayor in relation to the functions of the overview and scrutiny committee.</p> <p>(3) A combined authority may not designate as the scrutiny officer any officer of a constituent council of the combined authority.</p> <p>(4) In this article, references to an overview and scrutiny committee include references to a subcommittee of such a committee.</p>	<p>Compliant.</p>	<p>DCLG have indicated that a seconded officer from a constituent authority would meet requirements.</p>
<p>10.—(1) Subject to paragraph (3), a member of an overview and scrutiny committee or a subcommittee of such a committee is entitled to a copy of any document which—</p> <p>(a) is in the possession or under the control of the combined authority or the mayor ; and</p> <p>(b) contains material relating to—</p> <p>(i) any business that has been transacted at a meeting of a decision-making body of that authority; or</p> <p>(ii) any decision that has been made by an individual</p>	<p>Compliant.</p>	<p>No action required.</p>

Section of the Order	Current Provision	Further Action Required
<p>member of that combined authority.</p> <p>(2) Subject to paragraph (3), where a member of an overview and scrutiny committee or a subcommittee of such a committee requests a document which falls within paragraph (1), the combined authority or the mayor must provide that document as soon as reasonably practicable and in any case no later than 10 clear days after the combined authority receives the request.</p>		
<p>(3) No member of an overview and scrutiny committee is entitled to a copy—</p> <p>(a) of any such document or part of a document as contains exempt or confidential information unless that information is relevant to—</p> <p>(i) an action or decision that that member is reviewing or scrutinising; or</p> <p>(ii) any review contained in any programme of work of such a committee or subcommittee of such a committee; or</p> <p>(b) of a document or part of a document containing advice provided by a political adviser (a).</p> <p>(4) Where the combined authority or the mayor determines that a member of an overview and scrutiny committee is not entitled to a copy of a document or part of any such document for a reason set out in paragraph (3), it must provide the overview and scrutiny committee with a written statement setting out its reasons for that decision.</p> <p>(5) In this article, references to an overview and scrutiny committee include references to a</p>	Compliant.	No action required.

Section of the Order	Current Provision	Further Action Required
<p>subcommittee of such a committee.</p>		
<p>PART 3 – Key Decisions</p>		
<p>11. —(1) In this Order— (a) a “key decision” means a decision of a decision maker, which in the view of the overview and scrutiny committee for a combined authority is likely— (i) to result in the combined authority or the mayor incurring significant expenditure, or the making of significant savings, having regard to the combined authority’s budget for the service or function to which the decision relates; or (ii) to be significant in terms of its effects on persons living or working in an area comprising two or more wards or electoral divisions in the area of the combined authority; (b) “decision maker” includes a mayor or a person exercising functions pursuant to arrangements under section 107D(3)(a) or (b) of the 2009 Act.</p>	<p>Forward plan for CA in place.</p>	<p>Update required to the constitution in order to set out mechanisms to ensure compliance and communication/training for officers to ensure requirements of the Order are met.</p>
<p>(2) Where a decision maker intends to make a key decision, that decision must not be made until a notice has been published which states— (a) that a key decision is to be made in relation to the discharge of functions which are the responsibility of the combined authority; (b) the matter in respect of which the decision is to</p>	<p>Forward plan for CA in place.</p>	<p>Update required to the constitution in order to set out mechanisms to ensure compliance and communication/training for officers to ensure requirements of the Order are met.</p>

Section of the Order	Current Provision	Further Action Required
<p>be made;</p> <p>(c) the decision maker's name, and title if any;</p> <p>(d) the date on which, or the period within which, the decision is to be made;</p> <p>(e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the key decision is to be made;</p> <p>(f) the address from which, subject to any prohibition or restriction on their disclosure under article 8(2), copies of, or extracts from, any document listed is available;</p> <p>(g) that other documents relevant to those matters may be submitted to the decision maker;</p> <p>(h) the procedure for requesting details of those documents (if any) as they become available.</p>		
<p>(3) At least 28 clear days before a key decision is made, the notice referred to in paragraph (2) must be—</p> <p>(a) published—</p> <p>(i) if the combined authority has a website, on its web site; or</p> <p>(ii) otherwise, in such manner as it thinks is likely to bring the notice to the attention of persons who live in its area;</p> <p>(b) made available for inspection by the public at the offices of the combined authority.</p> <p>(4) Where, in relation to any matter—</p>	<p>Forward plan for CA in place, published on the CA website.</p>	<p>Update required to the constitution in order to set out mechanisms to ensure compliance and communication/training for officers to ensure requirements of the Order are met.</p>

Section of the Order	Current Provision	Further Action Required
<p>(a) the public may be excluded under section 100A of the Local Government Act 1972 from the meeting at which the matter is to be discussed; or</p> <p>(b) documents relating to the decision need not, because of article 8 (confidential information), be disclosed to the public, the notice referred to in paragraph (2) must contain particulars of the matter but may not contain any confidential information or exempt information or particulars of the advice of a political adviser.</p> <p>(5) In paragraph (4), “confidential information” and “exempt information” have the meanings given by article 8(6).</p>		
<p>General exception</p> <p>12.</p> <p>—(1) Subject to article 13, where the publication of the intention to make a key decision under article 11 is impracticable, that decision may only be made—</p> <p>(a) where the proper officer has informed the chair of the relevant overview and scrutiny committee or, if there is no such person, each member of the relevant overview and scrutiny committee by notice in writing, of the matter about which the decision is to be made;</p> <p>(b) where the proper officer has made available to the public at the offices of the combined authority</p>	<p>Matters of urgency are detailed in the CA’s constitution, however at present this does not comply with the Orders requirements.</p>	<p>Constitution requires amendment to comply with requirement.</p>

Section of the Order	Current Provision	Further Action Required
<p>for inspection by the public and published on the combined authority's website, if it has one, a copy of the notice given pursuant to sub-paragraph (a); (c) after 5 clear days have elapsed following the day on which the proper officer made available the copy of the notice referred to in sub -paragraph (b).</p> <p>(2) Where paragraph (1)(a) or (b) applies to any matter, article 11 need not be complied with in relation to that matter.</p> <p>(3) As soon as reasonably practicable after the proper officer has complied with paragraph (1), he or she must—</p> <p>(a) make available to the public at the offices of the combined authority a notice setting out the reasons why compliance with article 11 is impracticable; and</p> <p>(b) publish that notice on the combined authority's web site, if it has one.</p>		
<p>Cases of special urgency</p> <p>13.—(1) Where the date by which a key decision must be made makes compliance with article 12 impracticable, the decision may only be made where the decision maker has obtained agreement from—</p> <p>(a) the chair of the relevant overview and scrutiny committee; or</p>	<p>Matters of urgency are detailed in the CA's constitution, however at present this does not comply with the Orders requirements.</p>	<p>Constitution requires amendment to comply with requirement.</p>

Section of the Order	Current Provision	Further Action Required
<p>(b) if there is no such person, or if the chair of the relevant overview and scrutiny committee is unable to act, the chair of the combined authority; or</p> <p>(c) where there is no chair of either the relevant overview and scrutiny committee or of the combined authority, the vice-chair of the combined authority, that the making of the decision is urgent and cannot reasonably be deferred.</p> <p>(2) As soon as reasonably practicable after the decision maker has obtained agreement under paragraph (1) that the making of the decision is urgent and cannot reasonably be deferred, the decision maker must—</p> <p>(a) make available to the public at the offices of the combined authority a notice setting out the reasons why the meeting is urgent and cannot reasonably be deferred; and</p> <p>(b) publish that notice on the combined authority's web site, if it has one.</p>		

West Midlands Combined Authority Overview and Scrutiny Committee Membership (based upon political proportionality of relevant authorities as at 1 April 2017)

Option 1 – Based upon the membership structure of the Police and Crime Panel

1. The Committee consists of a total of 19 members, 12 from Constituent Councils and 7 from LEP's and Non- Constituent Councils.

Constituent Councils

2. The Committee consists of 12 elected members from Constituent Councils, appointed on an annual basis by the Authorities as follows:
 - (a) One Member appointed by each of the following Councils:
 - Birmingham City Council
 - Coventry City Council
 - Dudley Metropolitan Borough Council
 - Sandwell Metropolitan Borough Council
 - Solihull Metropolitan Borough Council
 - Walsall Metropolitan Borough Council
 - Wolverhampton City Council
 - (b) Two further Members to be nominated by Birmingham City Council and appointed by the West Midlands Combined Authority.
 - (c) Two further Members to be jointly nominated by Dudley MBC, Sandwell MBC, Walsall MBC and Wolverhampton City Council (via the Association of Black Country Authorities) and appointed by the West Midlands Combined Authority.
 - (d) One further Member to be jointly nominated by Coventry City Council and Solihull Metropolitan Borough Council and appointed by the West Midlands Combined Authority.
3. Appointments must be made with a view to ensuring the balanced appointment objective as required under Part 2, Section 3 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2016, in that it represents all parts of the Combined Authority area and the political make-up of the local authorities (when taken together).
4. Taking into account the West Midlands 2016 local election results the following political balance will apply to the Committee:
 - Labour 8
 - Conservative 4

5. Each constituent council is responsible for making its own individual appointment each with a named substitute. Appointments to the remaining 5 elected member places (and named substitutes) will be considered by the Combined Authority in line with the table shown below.

Scenario 1:

Party	LA Individual Appointments (7)	Places for confirmation at a meeting of the West Midlands Joint Committee (5)	Total
Labour (8)	<u>6 Places</u> Birmingham (1) Coventry (1) Dudley (1) Sandwell (1) Walsall (1) Wolverhampton (1)	<u>2 Places</u> Birmingham (1) Coventry CC /Solihull MBC (1) to be nominated on an annual rotation basis.	8
Conservative (4)	<u>1 Place</u> Solihull MBC (1)	<u>3 Places</u> Birmingham (1) Black Country Councils (2) to be nominated via the West Midlands Combined Authority.	4
Total	7	5	12

Scenario 2:

Party	LA Individual Appointments (7)	Places for confirmation at a meeting of the West Midlands Joint Committee (5)	Total
Labour (8)	<u>6 Places</u> Birmingham (1) Coventry (1) Dudley (1) Sandwell (1) Walsall (1) Wolverhampton (1)	<u>2 Places</u> Birmingham (1) Black Country Councils (1) to be nominated via the West Midlands Combined Authority to be nominated on an annual rotation basis.	8
Conservative (4)	<u>1 Place</u> Solihull MBC (1)	<u>3 Places</u> Birmingham (1)	4

		Coventry CC /Solihull MBC (1)	
		Black Country Councils (1) to be nominated via the West Midlands Combined Authority.	
Total	7	5	12

Non-Constituent Authorities

6. The Committee consists of four elected members from non-constituent councils, to ensure a geographical spread of representation the following applies:

Shropshire Non-Constituent Local Authorities [Shropshire, Telford]	1 Seat
Staffordshire Non-Constituent Local Authorities [Cannock, Tamworth]	1 Seat
Warwickshire Non-Constituent Local Authorities [Nuneaton & Bedworth, North Warwickshire, Rugby, Stratford-on-Avon, Warwickshire CC]	1 Seat
Worcestershire Non-Constituent Local Authorities [Redditch]	1 Seat

7. In addition, the appointment of non-constituent representation must as far as reasonably practicable, not change the overall political balance of the committee as outlined in point 4 above.
8. The Committee consists of three representatives from Local Enterprise Partnerships, one seat for each of the LEP's within the Combined Authority area:
- i. the Black Country,
 - ii. Coventry and Warwickshire,
 - iii. Greater Birmingham and Solihull

Option 2

1. The Committee consists of a total of 13 members, made up of the following:-
- i. 7 seats for constituent Council's (1 per authority);
 - ii. 5 seats for non-constituent council's;
 - iii. 1 seat for LEP representation.

West Midlands Combined Authority Overview & Scrutiny Committee

Holding the Mayor and the Combined Authority to Account

- The West Midlands Combined Authority Overview and Scrutiny Committee [the Committee] holds the Mayor and the Combined Authority to account by publicly examining policies and programmes through committee meetings, plenary sessions, site visits and investigations.
- The Committee may require that an officer or member of the Combined Authority attend meetings to answer questions, including the Mayor or Deputy Mayor.
- The Combined Authority and the Mayor should formally respond to the Committee's motions and formal recommendations within two months.
- The Committee will hold formal public question sessions with the Mayor a minimum of two times a year at Mayor's Question Time, one session of which will focus on the Mayor's budget and will be scheduled at an appropriate time to allow the Committee to suggest budget amendments, should it consider this necessary.
- As well as examining the Mayor's actions and decisions, the Committee act as champions for residents of the West Midlands by investigating issues that are important to the area - from improving the economy to how to tackle mental health in the region.

Call-in

The Committee has the power of call-in to call in decisions of the Mayor and Combined Authority which have been made but not implemented. This applies to all decisions, not just "key decisions". (Section 1(2)(a), Schedule 5A, Local Democracy, Economic Development and Construction Act 2009, as inserted by the Cities and Local Government Devolution Act 2016).

A stop can be placed on the implementation of the decision once it is under scrutiny.

Section 4(1), Schedule 5A, Local Democracy, Economic Development and Construction Act 2009, as inserted by the Cities and Local Government Devolution Act 2016.

Key decisions must be publicised. This includes publicity 28 days prior to when they are expected to be made, although urgency provisions do exist which allow the timescale to be shortened –with the agreement of the chair of the Overview & Scrutiny Committee.

This will help the Overview & Scrutiny Committee to understand when particularly important decisions may be coming to be made, and to plan to influence them beforehand.