


## REPORT TO COUNCIL

17 October 2017

<b>Subject:</b>	West Midlands Combined Authority
<b>Presenting Cabinet Member:</b>	The Leader
<b>Director:</b>	Darren Carter
<b>Contribution towards Vision 2030:</b>	
<b>Key Decision:</b>	No
<b>Cabinet Member Approval and Date:</b>	The Leader 28 September 2017
<b>Director Approval:</b>	Yes
<b>Contact Officer(s):</b>	Sarah Sprung, Service Improvement Lead, <a href="mailto:sarah_sprung@sandwell.gov.uk">sarah_sprung@sandwell.gov.uk</a> Jane Alexander, Senior Service Improvement Lead, <a href="mailto:jane_alexander@sandwell.gov.uk">jane_alexander@sandwell.gov.uk</a>

### DECISION RECOMMENDATIONS

**That Council:**

1. Consider opportunities for the Borough arising from the West Midlands Combined Authority.

#### 1 PURPOSE OF THE REPORT

- 1.1 To provide Council with an update in relation to West Midlands Combined Authority activity since the election of the Mayor on 4 May 2017.
- 1.2 This report gives an overview of a number of issues, further detailed information about West Midlands Combined Authority, including key projects and initiatives, is available on the [WMCA website](#).

## 2 **IMPLICATIONS FOR SANDWELL'S VISION**

- 2.1 Participation in West Midlands Combined Authority (WMCA) activity has the potential to help Sandwell deliver all of the ambitions contained in the Vision.

## 3 **BACKGROUND AND MAIN CONSIDERATIONS**

### **The Mayoral Combined Authority**

- 3.1 The West Midlands Combined Authority Review and Annual Plan 2017/18 ([Appendix 1](#)) sets out the WMCA's strategic approach for the year ahead. This document was published before the Mayoral election.
- 3.2 The election of the Mayor for the West Midlands Combined Authority took place on 4 May, 2017 and Andy Street was elected to this position for an initial term of office ending in 2020. The Annual Meeting of the West Midlands Combined Authority Board was held on 23rd June, 2017. Agenda papers for this and other meetings of the WMCA Board, Committees and other bodies are available on the [Combined Authority's website](#).
- 3.3 A key agenda item on the WMCA Board meeting on 23 June, 2017 was a report of the Mayor concerning "Delivering Our Priorities: The Mayor and WMCA structures". The report sets out the Mayor's proposed approach to the WMCA structures to deliver the priorities of the West Midlands Combined Authority.
- 3.4 The report sets out the Mayoral policy agenda as detailed in the Renewal Plan for the West Midlands.
- 3.5 The key headings in the Mayor's Renewal Plan for the West Midlands are:
- Restore Pride in Our Region
  - Get Our Transport System Moving Again
  - Build the Houses We Need and Protect the Green Belt
  - Lead a Coalition Against Crime
  - Create Highly Paid Jobs for You and Your Family
  - Get the Best Financial Deal for the West Midlands
  - Make a Success of Brexit
  - Care for Those Who Need it Most
  - Champion All that Makes the West Midlands a Great Place to Live
  - Be the Most Transparent Mayor in Britain

3.6 The Mayor is seeking to ensure that the WMCA's policy priorities and the Mayor's policy priorities are completely aligned, to ensure the effective delivery of these shared objectives. These developments have led to a review of the structures in the WMCA to ensure continued success in delivering the WMCA's aims.

3.7 For the 2017/18 Municipal Year Councillor Bob Sleight (Leader of Solihull MBC) has been appointed as Deputy Mayor of the West Midlands Combined Authority. The Portfolio Leads for the WMCA are now held by the seven leaders of the Constituent Councils and one Non-Constituent Council as set out below:-

- Wellbeing Board and HS2 - Councillor Bob Sleight (Solihull MBC)
- Transport - Councillor Roger Lawrence (Wolverhampton City Council)
- Skills and Productivity - Councillor George Duggins (Leader of Coventry City Council)
- Economic Growth - (Leader of Birmingham City Council)
- Environment - Councillor Patrick Harley (Leader of Dudley MBC)
- Cohesion & Integration and Public Service Reform - Councillor Steve Eling (Leader of Sandwell MBC)
- Housing & Land - Councillor Sean Coughlan (Leader of Walsall MBC)
- Finance & Investments - Councillor Izzi Seccombe (Leader of Warwickshire County Council)

3.8 As mentioned above Sandwell has a lead role in taking forward the agenda relating to Cohesion & Integration and Public Service Reform as the Leader, Councillor Eling, is the portfolio lead for this area. The below points set out some of the key activity in this area:-

- i. The current Public Service Reform (PSR) agenda is focused on pulling together baseline information to identify where closer collaborative working could deliver improved outcomes and efficiencies. The approach is very much focused on collaboration over what works and not about take-over. This is a complicated process across the whole public sector, that will also be helpful in the approach to "one public estate" amongst other things.
- ii. There have been recent talks regarding devolution around youth justice, this has the potential to deliver many positive outcomes which will need to be discussed with stakeholders and government agencies.

- iii. WMCA has been appointing to director posts in the organisation, directors will have responsibility for driving forward key outcomes as well as on future devolution. The initial recruitment process for the PSR Director did not result in an appointment. However, there is now interim support in place which will help to increase the pace delivering the PSR agenda.
- iv. Work is underway to identify a number of PSR proposals that could be developed for the Devolution 3 submission.

3.9 The Mayor committed to launching a number of initiatives and taskforces to bring in expertise and resources from outside the WMCA organisation to tackle specific policy issues. The following have already been established:-

- i) a Homelessness Taskforce to tackle the challenges of rough sleeping and homelessness across the West Midlands;
- ii) a Leadership Commission to improve the opportunities for people from those communities and groups which are currently under-represented in the leadership of the West Midlands;
- iii) a Digital Taskforce to bring strategic drive and influence to drive and support the development of the digital strategy.

3.9 To date the specific benefits of membership of the Combined Authority for Sandwell are:-

- i) The development and submission of the Business Case for the Brierley Hill Metro which was presented to Government the 19th June, this will see an extension of the metro from Wednesbury to Brierley Hill;
- ii) The allocation of £200m for land reclamation of which £150m has been earmarked for the Black Country;
- iii) The inclusion of Sandwell in a range of pilots in employment, criminal justice and housing which are being developed to implement the recommendations of the Mental Health Commission Action Plan, Thrive West Midlands.

### **WMCA Commissions**

#### **Mental Health Commission**

3.10 On 31 January 2017 the West Midlands Mental Health Commission launched its [Thrive](#) document and outlined a series of recommendations with an Action Plan.

- 3.11 To assist the implementation of the plan a concordat was created which has been signed by the majority of Local Authority (WMCA Constituent and non-Constituent members) Health (Clinical Commissioning Groups, Sustainable Transformation Plan leads, NHS England and NHS Improvement) Public Health England, statutory partners including West Midlands Police, West Midlands Ambulance Service and West Midlands Fire Service, Local Enterprise Partners, Chambers of Commerce, a number of Charity, Voluntary and Third Sector organisations as well as a large number of local housing providers.

### **Productivity and Skills Commission**

- 3.12 The Productivity & Skills Commission launched on 5 April 2017 with a Call for Evidence. The Call for Evidence was designed to invite feedback and inform thinking on what is holding back the region in terms of productivity and skills and what the practical actions are that WMCA can take to address this.
- 3.13 The Productivity Leadership Group met for the first time on 6 July 2017. The main focus of the meeting was to examine the data generated by the call for evidence, in particular the gap between West Midlands and UK GVA figures by sector.
- 3.14 One of the key deliverables for the Commission is an Education, Employment & Skills Strategy. This will build on the Strategic Economic Plan at a more detailed level and provide a focus for future investment decisions. In order to drive decisions relating to the Adult Education Budget (AEB) the strategy will be in place by Autumn 2017 and will be revised as the work of the Commission develops. Government have advised that given the delay caused by the General Election, full transfer of statutory functions for AEB to Combined Authorities cannot be achieved soon enough to support the planning and business cycle for adult education providers for the academic year 2018/19. Transitional arrangements will be put in place in 2018/19 and it is envisaged that there will be a role for the strategy in determining provision during that year. It was agreed that the development of the strategy would be taken forward by the three LEP leads that sit on the Productivity Leadership Group.

### **Land Commission**

- 3.15 The WMCA Board received the Land Commission's report and recommendations in February 2017, and has been considering the Commission's findings alongside the wider context of the housing white paper, the West Midlands Mayor's manifesto commitments, and the opportunity to develop a housing deal with Government.

- 3.16 This is complemented by WMCA's vision to:
- Deliver a wide choice of housing and improve the quality of life for those living and working in the West Midlands; and
  - Deliver employment land of national significance, including regenerating large areas of brownfield sites, to support the delivery of a West Midlands Industrial Strategy.
- 3.17 A major step-change in the rate of development is needed to deliver the local authorities local plans, to accommodate natural population growth and realise the West Midlands' ambitious economic vision. As it stands, the current rate of housing and employment site delivery needs to be accelerated, beyond the level individual that local authorities have been able to historically deliver.
- 3.18 This is not a new challenge nor a delivery issue specific to the West Midlands. The Government's Housing White Paper "Fixing our broken housing market" (February 2017) and the WMCA's Land Commission both highlight the need for a complex range of actions and interventions over the long term.
- 3.19 The [land delivery action plan](#) sets out how the WMCA partners plan to work collaboratively to accelerate the quantum and delivery pace of housing and employment space in the West Midlands. The activity set out in the action plan is in addition to the activity being undertaken by the local authorities in the Housing Market Areas to consider land supply. The role of the local planning authorities will not be altered through the delivery of this action plan.

### **Links to Sandwell's Vision**

- 3.20 On 17 July 2017 Council approved adoption of Vision 2030 which sets the strategic direction for the Borough over the next 13 years. The Vision contains ten ambitions which set out what the Borough should look like in 2030. To deliver the new vision it is imperative that Sandwell makes the most of the opportunities that the WMCA presents. Work has been undertaken to examine the links between the Vision ambitions and the strategic priorities of WMCA, contained in the Strategic Economic Plan and in the Renewal Plan. Appendix B provides further detail on this alignment. This analysis will be used to focus how Sandwell can maximise the impact of WMCA on our economic prosperity.
- 3.21 As detailed in 3.9 ii, the Land Remediation Fund presents an opportunity for Sandwell to bring into use sites that otherwise may have proven difficult to develop. The criteria and application process for the Black Country Land and Property Investment Fund were approved at the WMCA Board on 8 September 2017, £53m will be managed by the Black Country Local Enterprise Partnership (BCLEP). Target outputs for the

fund include 1,860 new jobs, 1,600 new houses and 126,000 sqm of commercial floor space. The framework sets out the eligibility criteria and the process for the assessment and approval of bids. Delegated authority for decisions on funding applications has been given to the BCLEP with the condition that a member of WMCA sits on the funding sub-board of the BCLEP when land and investment fund bids are being considered.

3.22 Key sites that Sandwell wish to develop with assistance from WMCA include: -

- Sites in Smethwick including potential for hundreds of homes near the new Midland Metropolitan Hospital in the Grove Lane/Cranford Street area, plus regenerating parts of North Smethwick;
- The area around Bescot Rail Yard and Friar Park – creating a road to rail freight interchange and a rail-related manufacturing facility along with hundreds of new homes;
- Continuing to regenerate West Bromwich – building more town centre homes, attracting more businesses, supporting industry, creating better paid jobs, a night-time economy and encouraging visitors.

3.23 Linked again to the Vision and ambitions, specifically Ambition 9, relating to industries of the future WMCA presents opportunities in assisting with growing the industries of the future. At the WMCA Board on 9 September 2017 the creation of a Digital Board was approved to bring strategic drive and influence to drive and support the development of the digital strategy. Outcomes from this work could assist the Borough in preparing for, and attracting new industry.

3.24 The planned metro extension from Wednesbury to Brierley Hill will allow local residents to access employment opportunities in neighbouring areas with greater ease. Whilst it is accepted that not all employment opportunities created through WMCA schemes will be located in Sandwell the aim is to improve transport links to key employment areas to ensure that Sandwell residents can access such opportunities. This work correlates to ambition 6 of the Vision which focuses on transport that will connect residents to local centres and employment opportunities.

3.25 In addition to the metro extension detailed in 3.24 the implementation of the following schemes would contribute to delivery of the Vision:

- Birchley Island/M5 Junction 2 upgrade
- Rebuilding Dudley Port rail/metro interchange;
- Upgrading Sandwell and Dudley station - including additional car parking;

- Making better use of the Bescot Rail Yard by creating a rail freight interchange to serve the whole Black Country;
- Improving the Snow Hill line with a new platform at Rowley Regis station.
- SPRINT Bus Rapid Transit on A34 Walsall Road and A456 Hagley Road;
- A4123 upgrade (junction upgrades bus priority, safety improvement, enhanced cycle facilities);
- M5 Junction 1 upgrade
- Blackheath town centre interchange improvements
- Connecting Wednesbury Great Western Metro station with the town Centre;
- Metro Extension Wednesbury to Walsall.

3.26 Whilst formal approval for those projects detailed in 3.25 above is not in place, all feature in TfWM's Movement for Growth 2026 Delivery Plan and it is hoped that they will be delivered as the WMCA works to deliver its strategic priorities across the region.

3.27 The Black Country LEP, along with Dudley, Sandwell, Walsall and Wolverhampton Councils and the Homes and Communities Agency are working together to create a new 21st Black Country Garden City, which will connect into existing communities and infrastructure. The Garden City will utilise existing green, cultural and economic assets to develop attractive places where people want to live, transforming the reality and perception of the Black Country. There is an opportunity to lever £6 billion of investment and deliver 45,000 new homes over the next 10 years, by applying the garden city principles of:

- Well-connected communities by car, public transport, cycling and walking;
- Green streets and easy access to green space;
- Mixed use, mixed tenure and mixed density attractive neighbourhoods;
- Chances for engaging the local community;
- Space for enterprise and creative industries to flourish.

3.28 Whilst creation of the garden city will directly impact upon ambition 7, providing new homes that meet housing need, it will also contribute to other ambitions including ambition 9, improving Sandwell's national reputation for getting things done.

## **4 STRATEGIC RESOURCE IMPLICATIONS**

4.1 A provision of £0.5m was included in the Council's budget for 2016/17 to meet the cost of contributions to the Combined Authority. An equivalent budget provision of £0.5m has been made in 2017/18, and future years.



However further work is required to determine the Combined Authority's investment programme and its own budget for future years and how this will need to be funded. Therefore actual contributions from Sandwell and the other six constituent authorities beyond 2017/18 will be determined on how these contributions are shared. The default proportion is that future costs are likely to be shared on the basis of population.

- 4.2 Section 21 of the West Midlands Combined Authority (Functions and Amendments) Order 2017 has the effect that where costs are incurred by the Combined Authority and are not met from other sources of income, then they fall to be met by the seven constituent councils, including Sandwell.

## **5 LEGAL AND GOVERNANCE CONSIDERATIONS**

- 5.1 Part 6 of the Local Democracy, Economic Development and Construction Act 2009 ("the 2009 Act") provides for the establishment of combined authorities for the areas of two or more local authorities in England. Combined authorities are bodies corporate which may be given power to exercise specified functions of a local authority under sections 104 and 105 of the 2009 Act, and power to exercise specified functions of any other public authority under section 105A of the 2009 Act.

## **6 EQUALITY IMPACT ASSESSMENT**

- 6.1 The priorities of the West Midlands Combined Authority reflect the equality and diversity of the West Midlands, including striving to create prosperity through a strong and collective economic strategy and the policy aspiration to champion all that makes the West Midlands a Great Place to Live. The equality impact of any specific proposals will need to be addressed in reports to the WMCA Board or the appropriate decision making body.

## **7 DATA PROTECTION IMPACT ASSESSMENT**

- 7.1 The recommendations in this report do not result in the collection or retention of personal data.

## **8 CRIME AND DISORDER AND RISK ASSESSMENT**

- 8.1 There are no Crime and Disorder issues arising from the recommendations set out in this report.

## **9 SUSTAINABILITY OF PROPOSALS**

9.1 The information in this report does not directly have any sustainability implications, however as schemes are delivered by the WMCA there is a need to ensure that the evidence that underlies decision making is robust, up-to-date and is in line with current planning and environmental legislation.

## **10 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)**

10.1 All constituent members of the WMCA are be better placed to contribute and influence the Health and Social Care offer for local residents and create:

- A more sustainable local health and care economy;
- Improved quality and experience of care;
- Improved population health.

## **11 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND**

11.1 There are no direct implications contained in this report.

## **12 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

12.1 Participation as a constituent member of the WMCA enables Sandwell to deliver improvements to the locality that would otherwise be more difficult to achieve. In addition, through WMCA activity, we can ensure that Sandwell residents have the skills to access new employment opportunities both here in Sandwell and across the region, with excellent public transport available connecting the whole of the west midlands.

## **13 BACKGROUND PAPERS**




13.1 WMCA Board Papers:-




- [23 June 2017](#)
- [21 July 2017](#)
- [8 September 2017](#)




## **14 APPENDICES:**


Appendix 1 – [WMCA Annual Plan](#)  
Appendix B – Vision 2030 – links to WMCA



Ambition	AS4WM Mayor – Renewal Plan	Strategic Economic Plan
<p data-bbox="114 140 226 172">People</p>  <p data-bbox="297 196 719 411">1. Sandwell is a community where our families have high aspirations and where we pride ourselves on equality of opportunity and on our adaptability and resilience</p>		<ul data-bbox="1480 196 2136 451" style="list-style-type: none"> <li>• Cross cutting principle of <b>public service reform and the transformation of lives in the West Midlands</b> to improve life chances for all, especially those facing multiple disadvantages and to eliminate the differences between taxes raised and public expenditure in the area.</li> </ul>
 <p data-bbox="297 475 734 651">2. Sandwell is a place where we live healthy lives and live them for longer, and where those of us who are vulnerable feel respected and cared for.</p>	<ul data-bbox="772 480 1429 959" style="list-style-type: none"> <li>• Address rough sleeping in towns and cities;</li> <li>• Tackle mental health problems;</li> <li>• Increase overall spending on cycling from 25p per head to £10;</li> <li>• Walk to school programmes – park and stride;</li> <li>• Continue work of the mental health commission;</li> <li>• Explore whether John Lewis mutual model could be applied to social care providers;</li> <li>• Investigate rolling out the telecare non-emergency falls response scheme to help those who call in their homes.</li> </ul>	<ul data-bbox="1480 480 2130 619" style="list-style-type: none"> <li>• Raise healthy life expectancy to 62.3 years for men and 63.9 for women;</li> <li>• Incentivise the development and use of environmental technologies.</li> </ul>
 <p data-bbox="297 992 734 1200">3. Our workforce and young people are skilled and talented, geared up to respond to changing business needs and to win rewarding jobs in a growing economy.</p>	<ul data-bbox="772 992 1429 1437" style="list-style-type: none"> <li>• Reduce the youth unemployment rate in the WM;</li> <li>• Further funding for apprenticeships;</li> <li>• Extend the work coaches programme;</li> <li>• Support an early intervention scheme;</li> <li>• Improve employer/agency collaboration with job centres;</li> <li>• Explore new models of works with charities and funding employment work with young people, e.g. social impact bonds;</li> <li>• Train a new Mayor’s army of skilled construction workers.</li> </ul>	<ul data-bbox="1480 992 2107 1209" style="list-style-type: none"> <li>• Productivity and Skills Commission;</li> <li>• Ensure the skills needs of businesses are met and everybody can benefit from economic growth;</li> <li>• Talent Investment Zones focusing on the needs of specific groups of people.</li> </ul>

Ambition	AS4WM Mayor – Renewal Plan	Strategic Economic Plan
 <p>4. Our children benefit from the best start in life and a high quality education throughout their school careers with outstanding support from their teachers and families.</p>	<ul style="list-style-type: none"> <li>• Support LA's to raise standards in all schools across the WM;</li> <li>• Support development of new free schools;</li> <li>• Create a WM Skills Fund from the £150 – 180 million Apprenticeship Levy;</li> <li>• Help the Government develop and roll out the new T-Level technical qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>• 156,000 people with level 4 qualifications and above;</li> <li>• 153,000 fewer people with no qualifications.</li> </ul>
 <p>5. Our communities are built on mutual respect and taking care of each other, supported by all the agencies that ensure we feel safe and protected in our homes and local neighbourhoods.</p>	<ul style="list-style-type: none"> <li>• Lead a coalition against crime;</li> <li>• Call for Mayor to take over PCC responsibilities from 2020;</li> <li>• Prevent crime through economic opportunities;</li> <li>• Reduce illegal begging (Rough Sleeping Taskforce);</li> <li>• Education on online and cyber-crime.</li> </ul>	
Place		
 <p>6. We have excellent and affordable public transport that connects us to all local centres and to jobs in Birmingham, Wolverhampton, the airport and the wider West Midlands.</p>	<ul style="list-style-type: none"> <li>• Improve reliability and quality of bus &amp; train services;</li> <li>• Incentivise lorries to use M6 Toll at peak times;</li> <li>• Review of traffic light timing;</li> <li>• Explore new park and rides;</li> <li>• Metro extension to Brierley Hill;</li> <li>• HS2;</li> <li>• Improve parking at Dudley Port Station.</li> </ul>	<ul style="list-style-type: none"> <li>• HS2 – rail travel to London in 38 minutes</li> <li>• 2000 apprentices</li> <li>• Metro extension to Brierley Hill</li> </ul>

Ambition	AS4WM Mayor – Renewal Plan	Strategic Economic Plan
 <p>7. We now have many new homes to meet a full range of housing needs in attractive neighbourhoods and close to key transport routes.</p>	<ul style="list-style-type: none"> <li>• Build on brownfield first to protect greenbelt;</li> <li>• £200m for decontamination;</li> <li>• Bid for additional funding e.g. Home Building Fund &amp; Capacity Fund;</li> <li>• Tax on vacant land to speed up building;</li> <li>• Review rules on housing density.</li> </ul>	<ul style="list-style-type: none"> <li>• £500m housing investment;</li> <li>• Land Remediation Fund;</li> <li>• 1.9 million new homes;</li> <li>• Develop construction training centres;</li> <li>• Double the growth of building technologies;</li> <li>• Accelerate the delivery of current housing plans to increase the level of house building to support increased level of growth.</li> </ul>
 <p>8. Our distinctive towns and neighbourhoods are successful centres of community life, leisure and entertainment where people increasingly choose to bring up their families.</p>	<ul style="list-style-type: none"> <li>• Mayor’s Taskforce on Community Integration;</li> <li>• Mayor’s Taskforce on future High Streets;</li> <li>• Support high streets, cultural organisations and other activities for older people;</li> <li>• Establish Business Improvement Districts;</li> <li>• Explore Enterprise Zone model.</li> </ul>	<ul style="list-style-type: none"> <li>• Make the most of the scale and diversity of the West Midlands’ geography to enable economic growth and community wellbeing throughout the urban core and rural areas.</li> </ul>
 <p>9. Sandwell has become a location of choice for industries of the future where the local economy and high performing companies continue to grow.</p>	<ul style="list-style-type: none"> <li>• Raise awareness of business support schemes and make them easier to access;</li> <li>• Work with banks, venture capital firms and other investors to make it easier for small businesses and entrepreneurs to access capital;</li> <li>• Ensure enough employment land is available;</li> <li>• Turn unused public office space into co-working spaces for WM entrepreneurs;</li> <li>• Focus the adult skills budget on courses of twenty-first century skills, e.g. Digital skills,</li> </ul>	<ul style="list-style-type: none"> <li>• An extra 1,600ha of brownfield land for first class employment land;</li> <li>• 20,000 new businesses in the region;</li> <li>• Double the growth of the logistics and transport technologies;</li> <li>• Triple the productivity of the creative and digital sector;</li> <li>• Exploit the biggest concentration of high value manufacturing businesses in Europe and their supply chains;</li> <li>• Secure transformational environmental improvements;</li> <li>• Geographic Skills Investment Zones.</li> </ul>

Ambition	AS4WM Mayor – Renewal Plan	Strategic Economic Plan
 <p>10. Sandwell now has a national reputation for getting things done, where all local partners are focused on what really matters in people’s lives and communities.</p>	<p>engineering, design and advanced construction.</p> <ul style="list-style-type: none"> <li>• Make sure the needs of the West Midlands is heard in London;</li> <li>• Work with MP’s &amp; Cllrs;</li> <li>• Investors in London and abroad;</li> <li>• Reclaim more powers over transport, housing, jobs and skills;</li> <li>• Hold a Mayors Community Day annually;</li> <li>• More West Midlands history to be taught in local schools;</li> <li>• Conserve architectural heritage;</li> <li>• Support Birmingham’s bid for Commonwealth Games.</li> </ul>	<ul style="list-style-type: none"> <li>• Cross cutting principle of <b>public service reform and the transformation of lives in the West Midlands</b> to improve life chances for all, especially those facing multiple disadvantages and to eliminate the differences between taxes raised and public expenditure in the area.</li> </ul>