

Combined Authority Sustainability Benchmarking

Technical Report – analysis of strategies 2018

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Project Manager: Alan Carr

Project Contributors: Simon Slater, Alan Carr, Tom Hendy

Proof read by: Tom Hendy

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About Sustainability West Midlands

We are the sustainability adviser for the leaders of the West Midlands. We are also the regional sustainability champion body for the West Midlands, as designated by government. We are a not-for-profit company that works with our members in the business, public and voluntary sectors. Our Board is private sector led and has cross-sector representation; they are supported by our team of staff and associates.

Our vision is that by 2020 businesses and communities are thriving in a West Midlands that is environmentally sustainable and socially just.

Our role is to act as a catalyst for change through our advice to leaders, to develop practical solutions with our members and share success through our communications.

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Executive Summary

Sustainability West Midlands (SWM) is the sustainability delivery partner for the West Midlands Combined Authority (WMCA). This report is part of an ongoing support programme to help the WMCA integrate sustainability within its strategy and operations, drawing on good local and national practice.

This report looks at how the WMCA is performing against the other combined authorities (CAs) in England in terms of reported sustainability activity in leadership, strategy and delivery and provides a series of recommendations to improve performance. This information is gleaned from strategies that combined authorities have published and, this year, supplemented with interviews from a representative at each CA.

This is the second sustainability benchmarking exercise undertaken for CAs and the intention is to continue to repeat this annually to help measure progress and identify and share good practice. The research for this report was carried out in August 2018 and then reported to the WMCA to inform their environmental priorities and action plan in September 2018.

Summary of Results

Summary of scores awarded to each combined authority reflecting their progress on sustainability

Combined Authorities (Ranking of CA given in brackets)	Sustainability performance of combined authorities (%)					Overall Sustainability Score	Change in overall score compared to 2017 (Change in rank given in brackets)
	Social Health ineq., fuel poverty and air quality	Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience	Business Low carbon economy, business support, buildings, resource efficiency	Energy Energy systems, renewables, district heating, energy efficiency	Transport Public transport, cycling/walking, low emission vehicles and infra.		
(1) Greater Manchester	67	81	64	64	69	68.9	+1 (-)
(2) West Midlands	64	56	64	69	79	66.3	+14 (-)
(3) Liverpool City Region	50	42	53	67	67	55.6	+6 (-)
(4) West Yorkshire	42	64	52	58	58	54.5	+14 (-)
(5) Cambridge & Peterborough	36	36	36	42	44	38.9	+28 (+4)
(6) Sheffield City Region	24	36	42	36	48	37.6	+7 (-1)
(7) Tees Valley	11	31	42	36	28	29.4	+2 (-)
(8) North East	19	7	23	41	57	29.2	+1 (-2)
(9) West of England	11	11	19	14	28	16.7	+3 (-1)

0% - 16.49% Minimal Evidence	16.5% - 49.9% Some evidence	50.0% - 83.0% Good evidence	83.1% - 100% Leading evidence
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- **Social** includes health inequality, fuel poverty, air quality.
- **Environment** includes carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience.
- **Business** includes low carbon economy, business support, buildings, resource efficiency.
- **Energy** includes energy systems, renewables, district heating, energy efficiency.
- **Transport** includes public transport, cycling/walking, low emission vehicles and infrastructure.

None of the CAs demonstrated leading practice against the overall sustainability criteria which would be 83% or higher. Greater Manchester CA was the strongest performer (69%) followed by the WMCA (66%) and Liverpool City Region (56%). All the combined authorities have improved their performance compared to 2017, to varying degrees. The results section of this report highlights detailed good practice across all CAs.

The strength of CA strategies was also compared with sustainability performance in their areas, based on a series of metrics. This identified that the WMCA was developing strong sustainability strategies in response to poor sustainability performance within the area, relative to other CAs.

Recommendations for the WMCA

The main report includes a detailed set of actions to help the WMCA move from its current baseline towards leading sustainability practice; i.e. a move from 66% to 'best in class,' i.e. 83% or higher.

Key recommendation: Establish a long-term embedded sustainability delivery partner or manager within the WMCA whose sole responsibility is to ensure that sustainability related activities and targets outlined in the SEP and the mayoral manifesto can be achieved. This is the key action that will help to achieve the WMCA's sustainability ambitions, enable the other recommendations to be implemented and to enable the WMCA to achieve best in class (83% or higher) in future benchmarking exercises.

Leadership

- Continue to run the evolving environment board and steering group to help identify and drive forward activities related to sustainability. Ensure there is a mechanism where this Board has clear site of outcomes of other, potentially relevant board meetings, e.g. transport or innovation.
- Enable each portfolio lead to produce a specific plan of priorities and activities around sustainability.
- Acquire the mayor's support to ensure that the sustainability activities are endorsed and to help draw down funds and opportunities nationally to develop the WMCA offer on transport and energy.

Strategy

- Ensure that activities and targets related to sustainability in the SEP are joined up and complement the mayoral manifesto. Considering adding a renewable energy uptake target.
- Ensure reporting on the monitoring of targets and activities against the SEP is transparent and clear. Integrate further monitoring using habitat loss, flood risk, air quality and fuel poverty data.
- Update the environment page on the CA website so that it contains details of relevant projects, targets (and reporting of these) and strategies; consider the use of infographics to highlight key achievements/priorities (good examples of this include [Greater Manchester](#) and [West Yorkshire](#)).
- Produce an Annual Review that ensures that overall sustainability progress (economic, social and environment) is incorporated into this.
- Ensure each strategy related to sustainability complements each other and that there is no unintentional overlap.
- Undertake a climate change risk assessment analysing the threats and opportunities posed by increasing extreme weather on, health, infrastructure and the natural environment for example. Develop an understanding on how green infrastructure can help tackle these issues.
- Use the Science and Innovation Audit and SWM Futures Toolkit to monitor forward-thinking organisations and institutes that can help to address long-term issues, develop projects and involve them in decision making.

Delivery

- Consider using the environment criteria, or an adapted version thereof, created for assessing the impact of HS2 on the natural environment for wider WMCA projects to ensure they consider sustainable development and the impact on the environment.
- Ensure sustainability projects are considered in any discussions around further devolution.

Recommendations for other Combined Authorities and National Organisations

SWM can share the results of this study with other individual combined authorities if they wish to see the details and justification of their allocated scores. We can also suggest areas for improvement and develop an improvement plan with their local partners. For national organisations seeking to identify good practice around a particular sustainability theme we can also provide some further analysis.

Contact enquiries@swm.org.uk for more information.

1 Introduction

Sustainability West Midlands (SWM) is the sustainability delivery partner for the West Midlands Combined Authority (WMCA). This report is part of an ongoing support programme to help the WMCA integrate sustainability within its strategy and operations, drawing on good local and national practice.

This report looks at how the WMCA is performing against the other combined authorities (CAs) in England in terms of reported sustainability activity in leadership, strategy and delivery and provides a series of recommendations to improve performance. This information is gleaned from strategies that combined authorities have published and, this year, supplemented with interviews from a representative at each CA.

This is the second sustainability benchmarking exercise undertaken for CAs and the intention is to continue to repeat this annually to help measure progress and identify and share good practice. The research for this report was carried out in August 2018 and then reported to the WMCA to inform their environmental priorities and action plan in October 2018.

The other benchmarking report SWM has produced¹ provides an overview and analysis of the metrics used to underpin sustainability performance and monitoring in the WMCA area and how these compare to the eight other CAs areas in England. We have integrated key aspects of these into the results section of this report and cross-referenced the findings at a high level to identify how CAs are responding to what the metrics are showing.

1.1 Background to developing support for the WMCA

To deliver our mission, we have developed a set of sustainability priority actions for the West Midlands based on collaborative research worth around £1 million and the support of over 200 local leaders and stakeholders in 2010. Since then, we have been the only region in the UK to have a clear vision, plan, action and annual monitoring² to help achieve a more sustainable future. This has been possible due to our independent nature, our evidence based approach and the support of a range of partners.

As a result of this, in 2015 we conducted a high-level sustainability review at the beginning of the process when the WMCA was being created.³ We later used this, along with feedback from our networks and members, to help work with the team developing the WMCA

¹ Combined Authority Sustainability Benchmarking Technical Report – analysis of metrics 2018:
<https://bit.ly/2LtoP8d>

² Latest annual 2017 monitoring report of the Roadmap 2020 priorities and actions
<http://www.sustainabilitywestmidlands.org.uk/resources/swm-roadmap-2020-monitoring-report-2017/>

³ Draft sustainability review of WMCA proposed powers, SWM 2015
<http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/WMCA-draft-SD-review-25-11-15.pdf>

Strategic Economic Plan (SEP) which was to provide the overall strategic framework for the CA.

In July 2016, SWM was officially recognised as the sustainability delivery partner for the WMCA. This involves continuing to provide strategic advice, evidence, research and events to support the integration of sustainability within the WMCA and the continued alignment of our members, networks and partner good practice to accelerate the delivery of the SEP to create a better future.⁴

In early 2017 and 2018, as part of our support programme, we used our annual roadmap monitoring and research to help update the WMCA Performance and Monitoring Framework (PMF). As a result of this and our track record of sustainability benchmarking for LEPs⁵ and local authorities,⁶ we were commissioned to undertake additional work to look at how the WMCA area was performing compared to the other eight CA areas in England.⁷

The results presented in this report will be used to report progress and inform the delivery of the WMCA Environment Board action plan for 2018-19.⁸

This is the second sustainability benchmark undertaken for CAs and the intention is to repeat this annually to help measure progress and identify and continue to share good practice.

1.2 Structure of this report

The rest of this report covers:

- The methodology used to help with the annual update of progress.
- The national results.
- Good practice examples and case studies.
- The benchmark results for the WMCA and recommendations to improve future performance.

⁴ See SWM website on WMCA support programme: <http://bit.ly/2sJoHra>

⁵ Fit for the Future II: <https://bit.ly/2nGZN7L>

⁶ Local authority benchmark: <http://bit.ly/2oD6lw2>

⁷ Combined Authority Sustainability Benchmarking Technical Report – analysis of strategies 2017: <https://bit.ly/2lg9pPX>

⁸ Environment Board progress: <https://www.wmca.org.uk/what-we-do/environment/environment-progress/>

2 Methodology

This section describes how we have measured the combined authorities' leadership, strategy and delivery of sustainability related activity. The analysis was mostly desk based perusing relevant literature for sustainability activity or commitments and scoring this in a similar way to the mechanism used for other benchmarking exercises we have done. We supplemented this desk-based research with an interview with an individual representing each CA that elected to take part.

All the data and findings described below were inputted into a master spreadsheet to help analysis and to draw from when producing this report and identifying good practice case studies.

2.1 Combined authorities analysed

Nine combined authorities were analysed in total. These are:

- Cambridge & Peterborough
- Greater Manchester
- Liverpool City Region
- North East (no mayor)
- Sheffield City Region (new mayor in 2018)
- Tees Valley
- West of England
- West Yorkshire (no mayor)
- West Midlands

Some of these are more mature than others and we recognise this will reflect sustainability performance and activity to date. Hence, it is important that the below methodology is simple enough to be replicated and so that the benchmark can be repeated each year to keep a track of progress over time.

2.2 Criteria – what were we looking for?

Using previous research we have undertaken as a framework,⁹ in 2017 we developed simple criteria against which we assessed sustainability progress of each CA. This is described below and has been used again this year and can be continuously used in future, to repeat the benchmark, providing a consistent comparison of activity through time.

The criteria includes a set of twelve key questions under the headings of leadership, strategy and delivery. Under each of the twelve key questions for each CA, we grouped the findings into five separate themes to make it clearer on which issues each CA was showing stronger or weaker evidence of progress. These themes were:

- **People:** Health inequality, fuel poverty, air quality

⁹ For example, Fit for the Future II: <https://bit.ly/2nGZN7L>

- **Environment:** Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
- **Economic (Low carbon economy/business):** Low carbon economy, business support, low carbon buildings, waste, recycling and re-use
- **Economic (energy):** Energy systems, renewables, district heating, energy efficiency
- **Economic (transport):** Public transport, cycling/walking, low emission vehicles and infrastructure

There is naturally an overlap between these categories, for example the energy efficiency of homes will influence fuel poverty levels in certain areas, but we have segregated the evidence as a best-fit, based on the overall priority and activity taking place. However, the thematic approach ultimately makes it easier to determine progress against key areas of sustainability quickly, rather than filtering through a myriad of data to find key aspects.

Table 1 sets out the full set of twelve key questions and thematic sub-categories used.

Table 1: Criteria used for sustainability assessment of published CA websites, strategies, and reports

LEADERSHIP
1. If there is an elected Mayor is there any evidence in their manifesto around key sustainability issues?
1.a People Health inequality, fuel poverty, air quality
1.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
1.c Economic - low carbon economy business support, low carbon buildings, waste, recycling and re-use
1.d Economic - energy energy systems, renewables, district heating, energy efficiency
1.e Economic - transport public transport, cycling/walking, low emission vehicles and infrastructure
2. On the cabinet or board of the Combined Authority is there any evidence of clear responsibility for key sustainability issues?
2.a People Health inequality, fuel poverty, air quality
2.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
2.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
2.d Economic – energy energy systems, renewables, district heating, energy efficiency
2.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
3. In the supporting officer and partner structure Is there evidence of staff and working groups responsible for the integration and delivery of key sustainability issues?
3.a People Health inequality, fuel poverty, air quality
3.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
3.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
3.d Economic – energy energy systems, renewables, district heating, energy efficiency
3.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
STRATEGY
4. Is there an overarching strategy produced by the Combined Authority for the area? How are key sustainability issues integrated and monitored into the strategy or strategies?
4.a People Health inequality, fuel poverty, air quality
4.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
4.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
4.d Economic – energy energy systems, renewables, district heating, energy efficiency
4.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
5. Is there a strategy or strategies that focuses on an issue or issues relating to sustainability that provides details on commitments and future projects?
5.a People Health inequality, fuel poverty, air quality
5.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
5.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use

5.d Economic – energy energy systems, renewables, district heating, energy efficiency
5.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
6. Is there evidence of long-term issues being considered and a structured process against which to monitor them, e.g. climate risk, demographics, technology etc.
6.a People Health inequality, fuel poverty, air quality
6.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
6.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
6.d Economic – energy energy systems, renewables, district heating, energy efficiency
6.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
7. Is there an evidence base setting out the scale of the CA’s strengths and opportunities related to the low carbon and resilient economy?
7.a People Health inequality, fuel poverty, air quality
7.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
7.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
7.d Economic – energy energy systems, renewables, district heating, energy efficiency
7.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
8. Is there evidence of the CA measuring and monitoring sustainability metrics, such as carbon emissions, renewable energy generation, health inequality and/or air pollution levels?
8.a People Health inequality, fuel poverty, air quality
8.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
8.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
8.d Economic – energy energy systems, renewables, district heating, energy efficiency
8.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
DELIVERY
9. Is there evidence of a commitment to integrate or fund the development of specific programmes that will help deliver sustainability objectives?
9.a People Health inequality, fuel poverty, air quality
9.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
9.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
9.d Economic – energy energy systems, renewables, district heating, energy efficiency
9.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
10. At overall programme level, what systems are in place to monitor and appraise the overall impact of all funded activity on sustainability objectives?
10.a People Health inequality, fuel poverty, air quality
10.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
10.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
10.d Economic – energy energy systems, renewables, district heating, energy efficiency
10.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
11. Is progress on sustainability being reported externally and, if so, how?
11.a People Health inequality, fuel poverty, air quality
11.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
11.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
11.d Economic – energy energy systems, renewables, district heating, energy efficiency
11.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure
12. Has the CA identified new powers and responsibilities that further devolution would help to deliver local sustainability priorities?
12.a People Health inequality, fuel poverty, air quality
12.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience
12.c Economic – low carbon economy business support, low carbon buildings, waste, recycling and re-use
12.d Economic – energy energy systems, renewables, district heating, energy efficiency
12.e Economic – transport public transport, cycling/walking, low emission vehicles and infrastructure

In 2018, we supplemented this literature review with a set of interview questions to get a feel for activity happening on the ground, i.e., which may be happening beyond what is reflected in the strategies. The interview questions were developed where there were any clear gaps emerging from the literature review.

Below shows the list of questions we asked at interview stage:

Leadership

1. On the cabinet or board of the combined authority is there any evidence of clear responsibility for key sustainability issues?
2. Is there staff and/or working groups responsible for the integration and delivery of key sustainability issues in the combined authority?

Strategy

3. Is sustainability a key part of the combined authority's overarching strategic plan, and if so how?
4. Does the combined authority measure, monitor and report on sustainability metrics, such as carbon emissions, renewable energy generation, health inequality and/or air pollution levels?
5. Does the combined authority consider the impact of future scenarios, such as climate change risks, role of smart technologies and demographic changes, and how does it monitor these?

Delivery

6. Can you provide details about any projects that the combined authority is leading on that contribute to sustainability objectives?
7. Has the combined authority identified any current or potential future funding streams that could be used to develop sustainability activity, and if so what are they?
8. Is there a requirement for all funded projects to monitor their impact on sustainability objectives, and if so can you provide more details?
9. Has the combined authority identified new powers and responsibilities that further devolution would help to deliver local sustainability priorities, and if so what are they?
10. Do you believe that local devolution has improved the local area's ability to implement projects that contribute to sustainability objectives, and why?
11. What added value do you feel that the formation of the combined authority has given to the local sustainability agenda (e.g. stronger leadership and coordination, scaling up activity, innovation and/or ability to address gaps)?

Many of the questions are similar to those listed in the criteria used to inform the literature review. Aspects of the criteria not included in the interview questions are due to an expectation that they ought to be picked up in the literature, e.g. content of mayoral manifestos. Questions 10 and 11 are in addition to the literature criteria and provided the individuals with more of an opportunity to give their opinions on how devolution has impacted on the sustainability agenda.

We gave each individual the option of a telephone interview, which we deemed the most efficient and effective way of obtaining responses, or alternatively they could fill in the responses to the questions electronically and return by email. Overall, six CAs were interviewed by telephone, none returned by email and three did not respond; these were West of England, Tees Valley and North East CAs. This may have affected the scoring of these CAs to a certain extent (see section 2.4).

2.3 Literature reviewed

For each combined authority, we analysed the following literature sources as standard:

- Combined authority website
- Latest combined authority annual review/report where one exists
- The devolution deal and any further devolution deal
- The mayoral manifesto or plan, in circumstances where a mayor has been elected
- An overarching strategy or SEP, where one exists
- Science and Innovation Audits undertaken that cover all or part of a combined authority area, where applicable
- Other strategies relevant to the sustainability agenda, including:
 - Climate change / sustainability / environment
 - Flooding
 - Low emissions
 - Electric vehicles
 - Transport
 - Buses
 - Air quality
 - Infrastructure
 - Health and social care
 - Growth and Reform / investment
 - Sustainable Urban Development
 - Spatial planning

There was no limit on the number of other relevant strategies analysed so this is not an exhaustive list and is based on publicly available information. If the piece of literature had **not** been updated or superseded since the first review in August 2017, it was not reviewed again. Any new/updated documents found were reviewed using the process below/overleaf.

Including literature still relevant from last year and new literature analysed this year, the process involved reviewing over 140 websites, strategies and reports. These are listed in the Annex.

In each new document reviewed in 2018, we searched for keywords that helped us to navigate to the most pertinent parts of the publication and ensured we covered ground relevant to the whole scope of sustainability. The words searched for were the same as in 2017 and are as follows:

Sustainable/ility, Carbon, Emission, Climate, Energy, Efficient/cy, Renewable, Smart grid, Heat, Decentralised/isation, Clean, Electric, Offshore, Power, Transport, Vehicle, Cycle/ling, Walk, Pollution, Air quality, Health, Inequality, Waste, Recycle/ing, Environment, Green, Tree, Biodiversity, Nature/al, Ecological/y, Wildlife, Adapt, Resilient/ce, Flood.

2.4 Scoring

We analysed each of these five thematic areas against each of the twelve criteria outlined in section 2.2 for each combined authority. We scored these either 0, 1, 2 or 3 depending on level of progress determined by the literature, i.e.:

0 - Minimal evidence	1 - Some evidence	2 - Good evidence	3 - Leading evidence
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The same scoring system was also used to score the quality of responses to the interviews.

This scoring system has been used by all our previous benchmarking exercises outlined previously and is a simple indicator of progress against the criteria and themes identified. In the case of this report, a combined authority could score a 3 if the literature demonstrated clear commitments and activity above and beyond work being undertaken elsewhere that contributed to the sustainability agenda, or if there was clear evidence of established implementation, such as a carbon reduction target that is embedded across multiple strategies.

This score was then converted to a percentage score for the purposes of this report. This was done by taking the awarded score 0-3 (y) and the maximum possible score of 3 and using the following sum:

$$(y \div 3) \times 100$$

The scoring system, when converted to a percentage, is as follows:

0% - 16.49% Minimal Evidence	16.5% - 49.9% Some evidence	50.0% - 83.0% Good evidence	83.1% - 100% Leading evidence
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A total score for each combined authority was calculated by adding the scores given for each theme against each criteria. This provided a ranking of all nine combined authorities analysed. Both the total score and ranking were compared to last year to show whether this CA has improved its performance or not.

For the following two criterion, no score (rather than a '0' score) was awarded if a mayor has not been elected or if there is no further devolution. We recognise that this is not in the complete control of the combined authority and therefore would be unfair to score a '0' if there is no evidence of progress, for example, within a mayoral manifesto if no mayoral election has yet been called.

- If there is an elected Mayor is there any evidence in their manifesto around key sustainability issues?
- Has the CA identified new powers and responsibilities that further devolution would help to deliver local sustainability priorities?

It should also be noted that the answers given by interviewees only influenced the scores slightly, in that we would still expect much of the evidence that reflected good practice against the criteria to be included in the literature. As such, if an interviewee provided details of relevant activities that were not reflected by any literature, we would not score this as a '3' in recognition of the lack of evidence provided by one of the documents reviewed, or the website. However, it is still likely that the three CAs that did not respond for a request to interview scored lower as a consequence of this, although it is not likely that any of them would have been ranked much higher overall, as these were also three of the CAs where sustainability was reflected least in their various literature.

This year, we have also undertaken an analysis comparing how the CAs, through their strategies outlined in this study, are responding to various sustainability metrics, outlined in another SWM report published earlier this year.¹⁰ Section 3.2 describes this in more detail.

2.5 Limitations and lessons learnt

There are a few limitations to the research that may reduce the clarity and accuracy of the results. Ways that these have been or could be addressed in future are shown in *italics*.

- The scoring could be somewhat subjective based on the evidence interpreted by the review team. *The same scoring system has been used in several SWM benchmarking reports, including last year's CA benchmark, and the principal researcher and reviewer is the same individual, therefore there is a consistency and understanding of the system across multiple analyses.*

¹⁰ <https://www.sustainabilitywestmidlands.org.uk/resources/combined-authority-sustainability-benchmarking-technical-report-analysis-of-metrics-2018/>

- There can still be a gap between stated intention and action on the ground and literature may not reflect reality. *Determining action on the ground was improved this year following the completion of interviews with an individual representing each CA.*
- Combined authorities were set up to devolve specific powers from Whitehall to local areas. There may be a need for them to focus on specific issues and may not have the capacity or budgets to consider wider sustainability issues. *We feel, however, that sustainability can be integrated into the majority of programmes and will reap many benefits pertaining to strengthening the economy, protecting the environment and addressing health inequalities.*
- Some combined authorities in this assessment are far less mature than others. *All CAs have been in operation for a year longer than the first such assessment, therefore by now we would expect an improvement in performance across the board, albeit continuing to recognise that some CAs have been in operation for quite a lot longer than others.*

3 National results

3.1 Summary

This section provides a brief overview of how each combined authority is performing on sustainability aspects, based on the methodology outlined in the previous section.

Table 2: Summary of scores awarded to each combined authority reflecting their progress on sustainability

Combined Authorities (Ranking of CA given in brackets)	Sustainability performance of combined authorities (%)					Overall Sustainability Score	Change in overall score compared to 2017 (Change in rank given in brackets)
	Social Health ineq., fuel poverty and air quality	Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience	Business Low carbon economy, business support, buildings, resource efficiency	Energy Energy systems, renewables, district heating, energy efficiency	Transport Public transport, cycling/walking, low emission vehicles and infra.		
(1) Greater Manchester	67	81	64	64	69	68.9	+1 (-)
(2) West Midlands	64	56	64	69	79	66.3	+14 (-)
(3) Liverpool City Region	50	42	53	67	67	55.6	+6 (-)
(4) West Yorkshire	42	64	52	58	58	54.5	+14 (-)
(5) Cambridge & Peterborough	36	36	36	42	44	38.9	+28 (+4)
(6) Sheffield City Region	24	36	42	36	48	37.6	+7 (-1)
(7) Tees Valley	11	31	42	36	28	29.4	+2 (-)
(8) North East	19	7	23	41	57	29.2	+1 (-2)
(9) West of England	11	11	19	14	28	16.7	+3 (-1)
Average	36	40	44	47	53	44.1	+8

Table 3: How the authorities are performing on actions related to leadership, strategy and delivery.

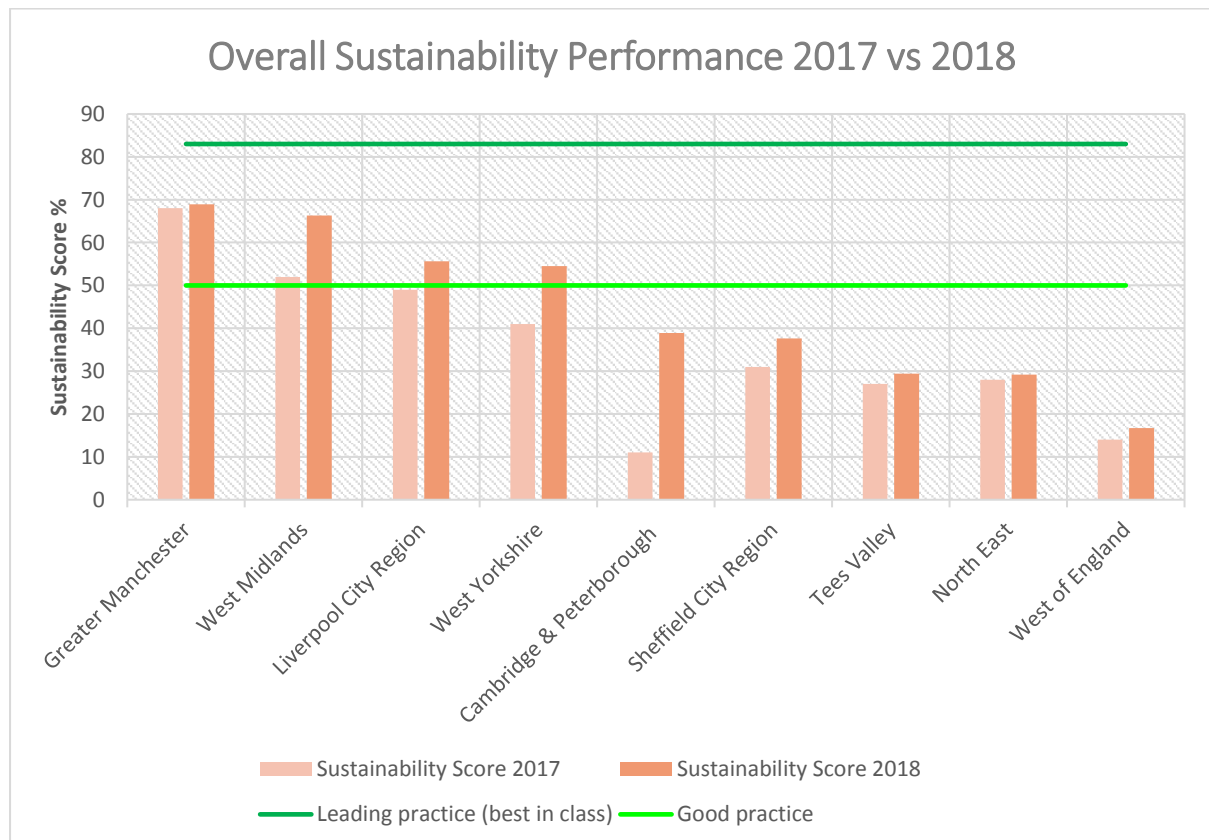
Combined Authorities (Overall ranking of CA given in brackets)	Leadership	Strategy	Delivery	Overall Sustainability Score	Change in overall score compared to 2017 (Change in rank given in brackets)
(1) Greater Manchester	76	73	58	68.9	+1 (-)
(2) West Midlands	76	65	60	66.3	+14 (-)
(3) Liverpool City Region	78	53	40	55.6	+6 (-)

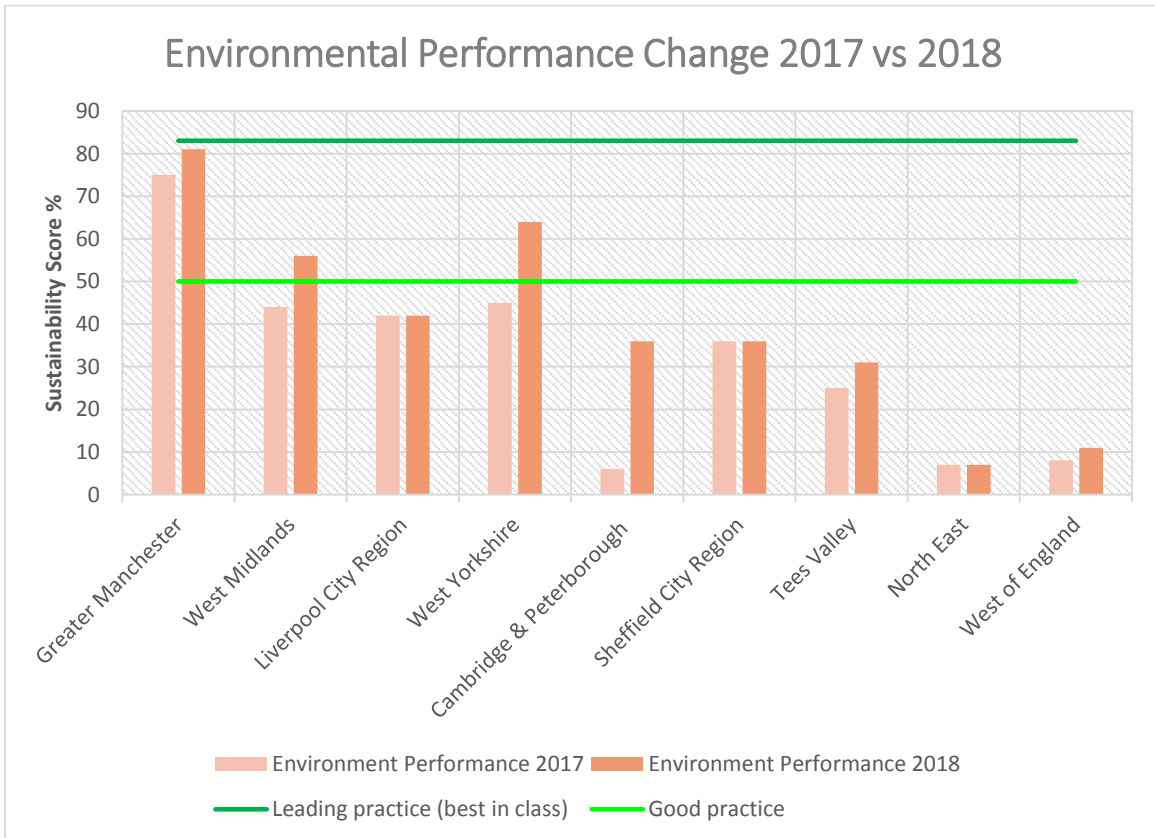
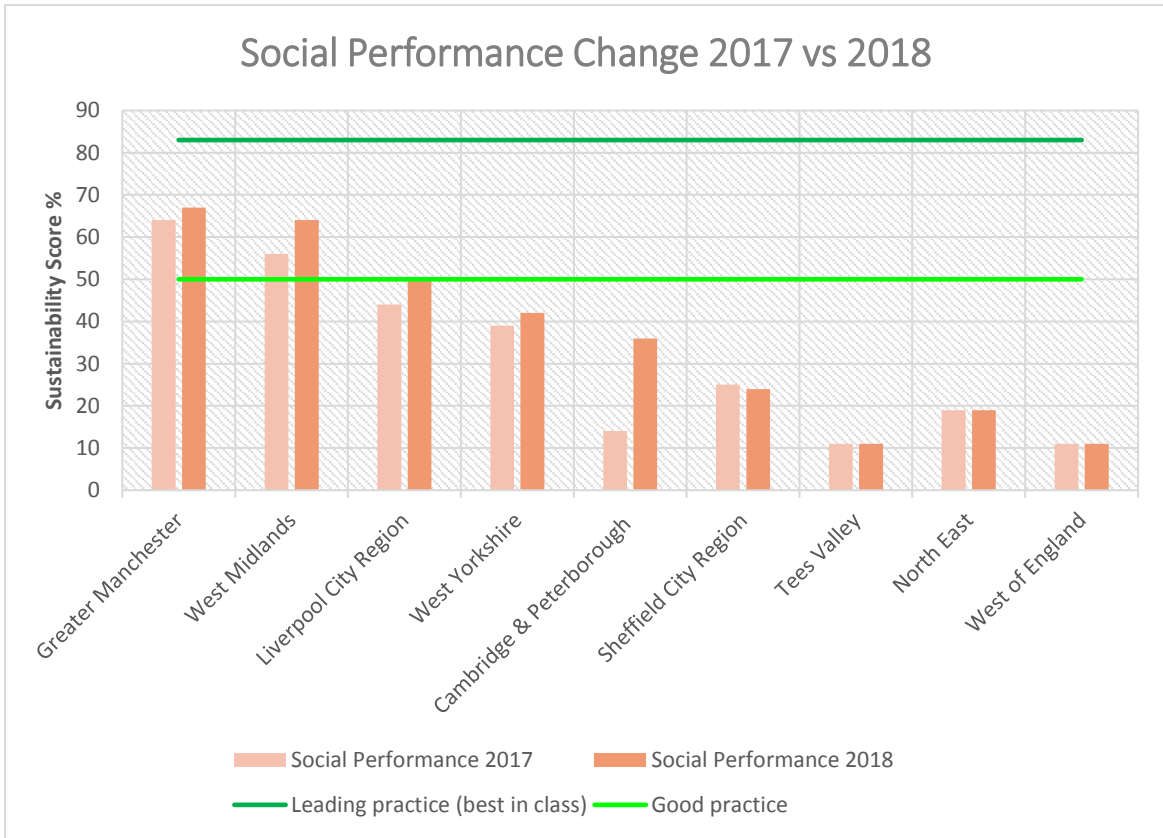
Combined Authorities (Overall ranking of CA given in brackets)	Leadership	Strategy	Delivery	Overall Sustainability Score	Change in overall score compared to 2017 (Change in rank given in brackets)
(4) West Yorkshire	43	63	50	54.5	+14 (-)
(5) Cambridge & Peterborough	60	37	25	38.9	+28 (+4)
(6) Sheffield City Region	17	60	18	37.6	+7 (-1)
(7) Tees Valley	13	44	23	29.4	+2 (-)
(8) North East	7	45	18	29.2	+1 (-2)
(9) West of England	4	32	15	16.7	+3 (-1)
Average	41	53	34	44.1	+8

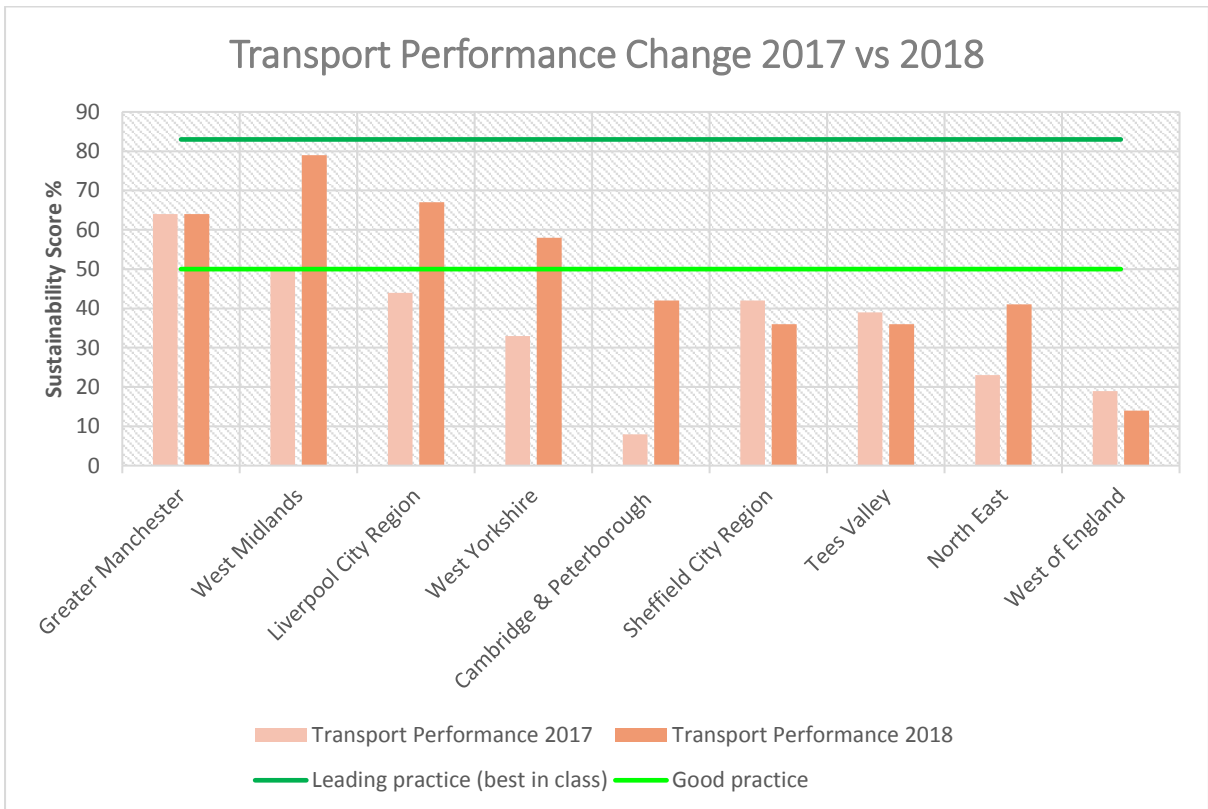
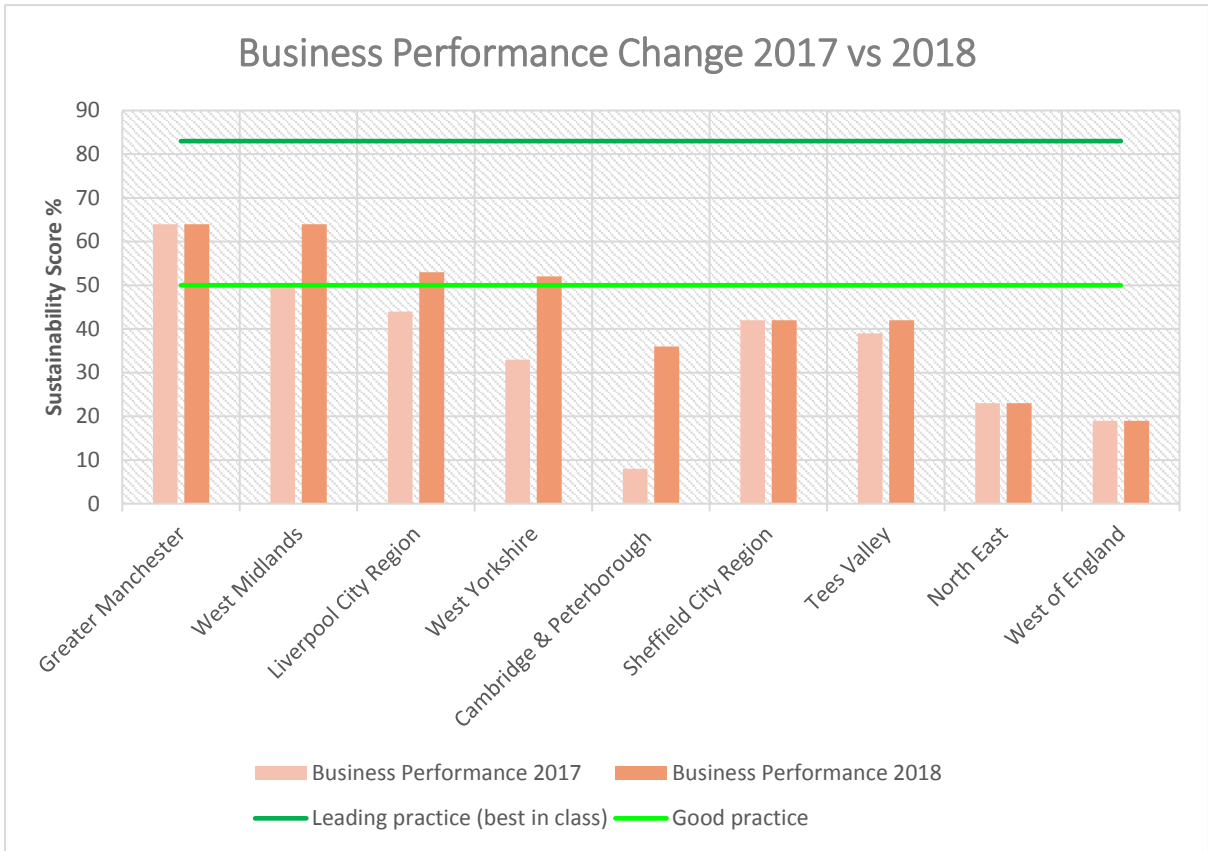
Key to colour coding:

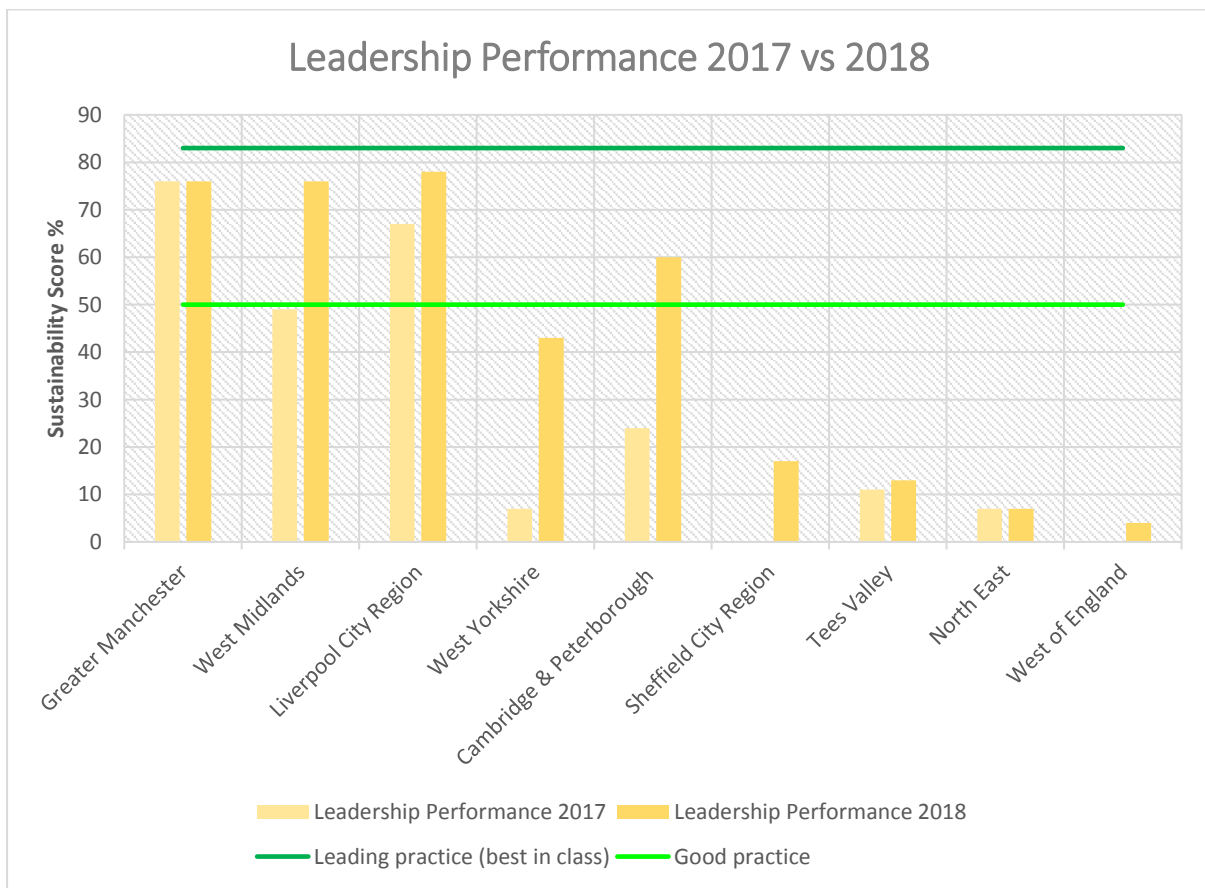
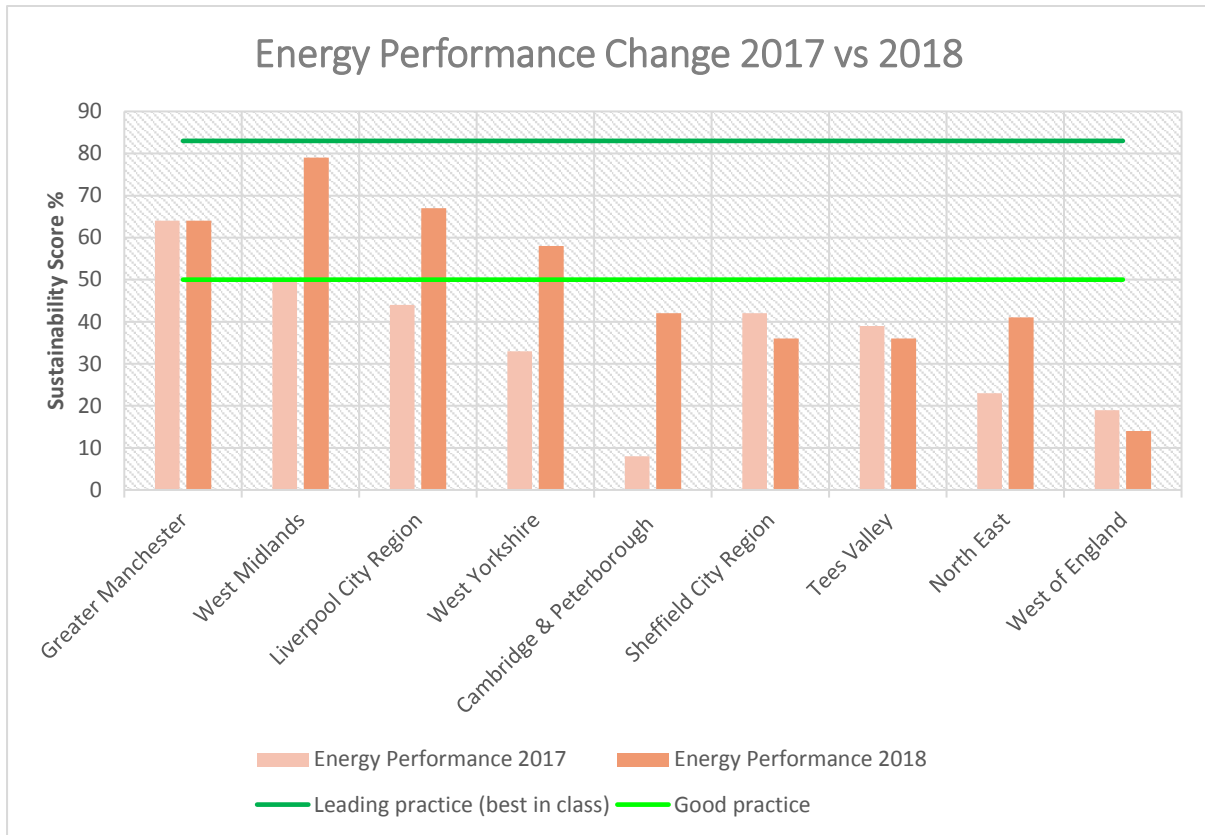
0% - 16.49% Minimal Evidence	16.5% - 49.9% Some evidence	50.0% - 83.0% Good evidence	83.1% - 100% Leading evidence
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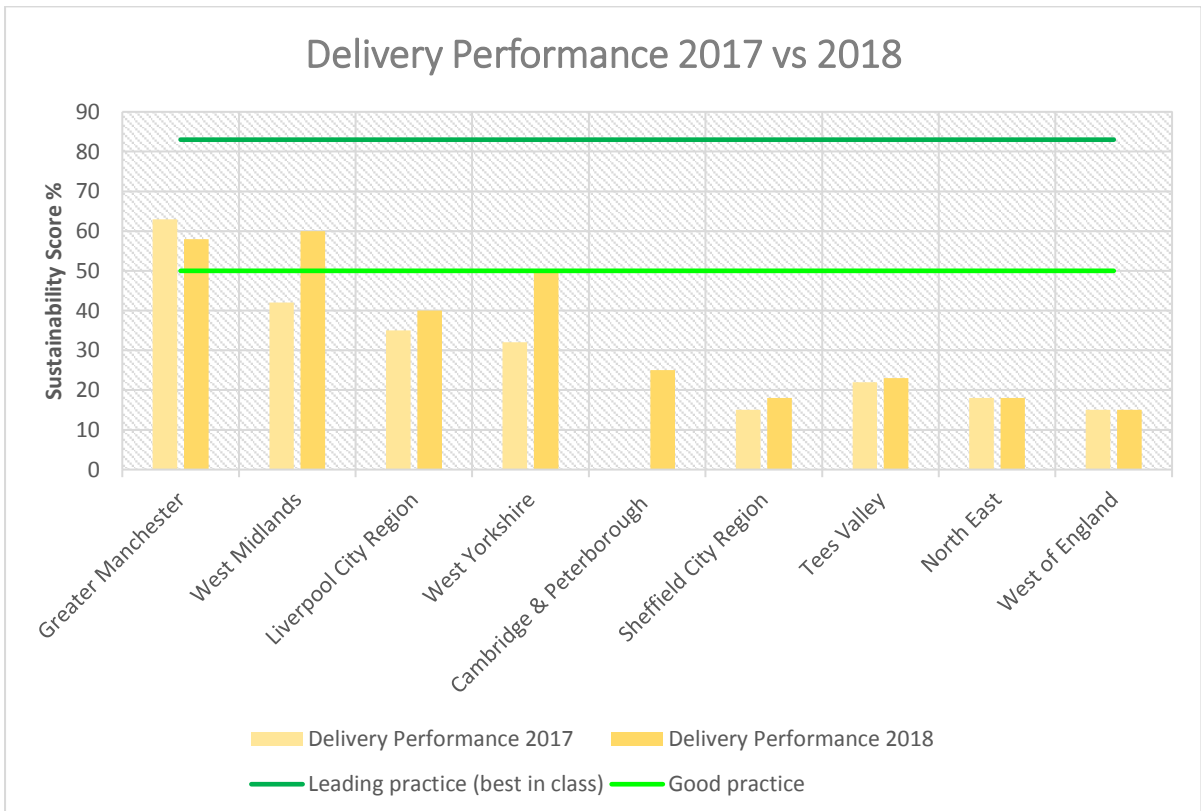
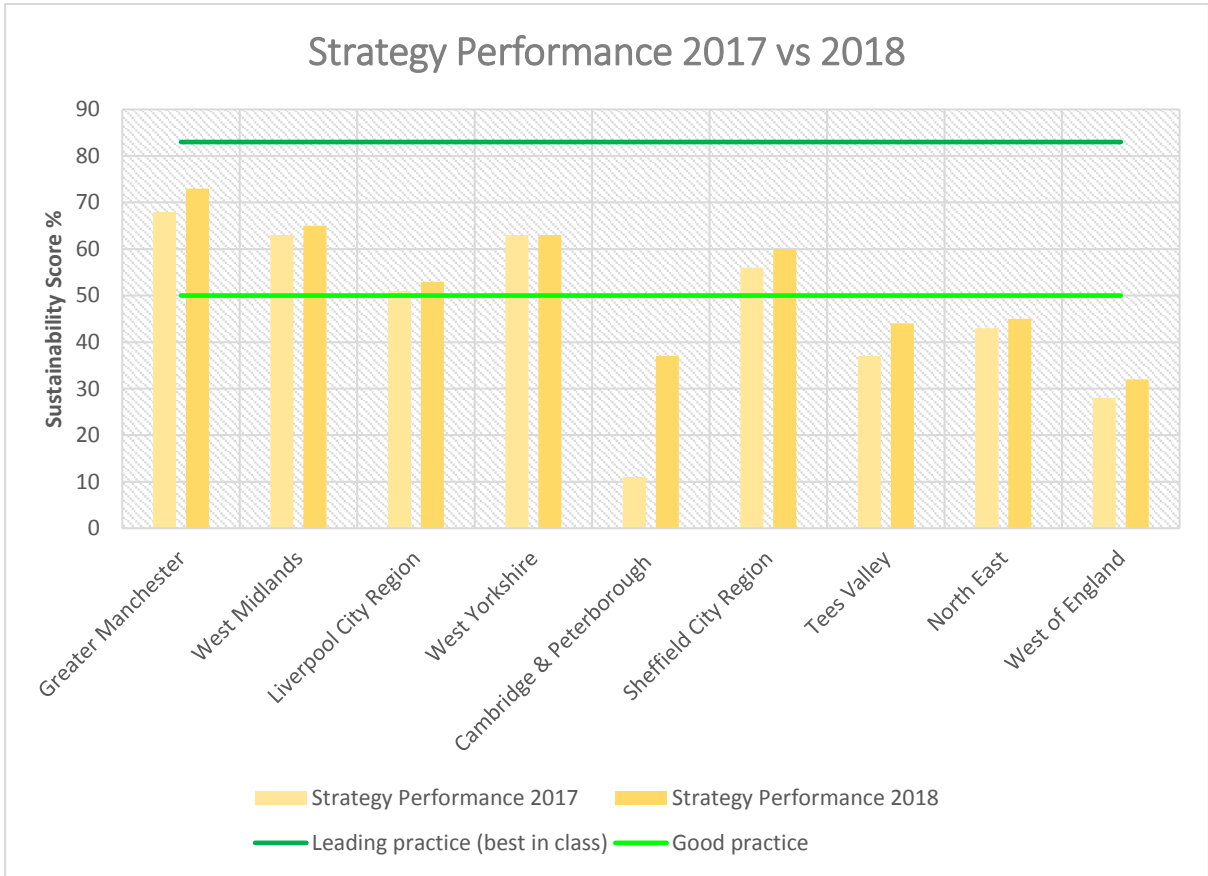
The following graphs depict this year's results against last year's results for each combined authority and for each sustainability category (social, environment, business, energy and transport) and for each of the categories of leadership, strategy and delivery.











As the results show:

- Greater Manchester is the best performing combined authority area on sustainability issues, followed by the West Midlands, Liverpool and West Yorkshire. *This will at least partly be due to how long these combined authorities have been operating; certainly Manchester is more mature than many of the others, with the West Midlands making rapid progress in 'shadow' and then 'official' form.*
- West of England is the poorest performing to date. *This is harder to explain given that the CA has a mayor and was formed at a similar time to some of the other CAs analysed.*
- Cambridge and Peterborough CA has shown the greatest improvement since 2017. *This is likely to be due to the employment of a Head of Sustainability who can drive forward the agenda and begin to implement projects.*
- No combined authorities are yet showing 'leading evidence' against any of the metrics. The average sustainability score across all combined authorities is 44%, which is an improvement on last year but still fairly low. *It may be that sustainability has not yet been fully integrated into key devolved priorities.*
- The metric against which there is greatest progress is around transport, averaging 53% overall. The lowest is activity against the social aspects, at 36%. This is the same as in 2017. *This is unsurprising given that most combined authorities' devolution deals focus significantly on providing more powers to local transport networks.*
- All but two of the authorities now have an elected mayor and one of the reasons that the top three performing authorities were ranked as such was due to a strong presence of sustainability in the mayoral manifestos. *This demonstrates that having a transparent mayor who understands sustainability can be hugely influential in what then gets translated into action.*
- West Yorkshire should be commended for being ranked a strong fourth despite having no mayor in place. *This is in part due to how close the CA and Leeds City Region LEP work together, the latter of which was already performing strongly on sustainability,¹¹ and various activities in place that may have been initiated by the LEP can now be taken forward/scaled up by the CA and its sustainability team.*
- There was no evidence of a mayoral manifesto or plan for the West of England, an absence of which is likely to have contributed to the poor score. As described above, the top three all had strong mayoral manifestos all of which contained aspects of sustainability.
- There is a huge variation in combined authorities showing leadership on sustainability (Table 3). The top three CAs have mayors demonstrating passion for the sustainability agenda and a Board and/or officers in place who can help deliver activity. Generally, these individuals are absent in CAs performing poorly on leadership.
- Strategy is comfortably the strongest area, with most CAs recognising the need to integrate aspects of sustainability into their strategic plan, to implement targets or to produce sustainability-specific related plans.
- However, translating this strategic evidence into delivery is still proving more difficult, although there is an improvement on this metric with the four top ranked authorities showing particular evidence of delivering relevant projects, especially around transport.
- Importantly, there has been an improvement in performance in each CA area. However, except for Cambridge and Peterborough, the already better-performing authorities have proportionally improved by a greater margin compared to last year's poorer performing ones, meaning that the

¹¹ As shown in SWM's 2017 report [Fit for the Future II](#), where Leeds City Region was ranked third out of 38 LEPs on progress around tackling climate change and embracing a low carbon economy.

gap between best and worst could increase over time unless actions are addressed in the lower ranked authorities.

3.2 Strategies versus metrics

Background

In April 2018, SWM published the second iteration of its 'Combined Authority Sustainability Benchmarking Technical Report – analysis of metrics' report.¹² This is presented in a similar way to this report, in terms of ranking CAs on their sustainability performance, however, it focuses on progress against various metrics rather than progress on strategy and delivery. What it shows is how local activity translates into reality, i.e. how delivery affects carbon emissions, health inequality, air quality and other metrics in each area. This section of this report links the two aspects together, to show whether there are any patterns, e.g. are CAs that are ranking highly in this report also performing well in terms of sustainability metrics?

The metrics included in the above report are shown in Table 4 in the far left column and for the purposes of this exercise, they have been aligned with one of the five categories presented in this report (social, environment, business, energy or transport). This is also shown in Table 4.

Table 4: How the sustainability metrics link with the categories in this report

Metric	Alignment with categories given in this report
Carbon emissions	Environment
Per capita carbon emissions	Environment
Health inequality (females)	Social
Health inequality (males)	Social
Air quality	Transport
Economic productivity	Business
Per capita economic productivity	Business
Renewable electricity ¹³	Energy
Fuel poverty	Social
Non-household recycling	Business
Household recycling	Environment
Positive conservation management	Environment
Access to woodland	Environment

It is recognised that the fit of metrics into categories is not perfect; for example, poor air quality is not solely caused by emissions from transport, but the idea is to provide a starting point and give an indication of the links between the performance of CAs in both strategy and how this is affecting actual measured sustainability metrics.

¹² Combined Authority Sustainability Benchmarking Technical Report – analysis of metrics 2018:

<https://bit.ly/2LtoP8d>

¹³ For the purposes of this analysis, measurement of renewable electricity and the subsequent ranking for each CA does **not** include the Drax power plant in Selby, West Yorkshire. Reasons behind this are articulated in the methodology section of the [metrics report](#).

Purpose of this analysis

The purpose of this analysis is to determine whether the performance of combined authorities on sustainability according to evidence given in their literature and provided by interview is **in response to** their performance on the various sustainability metrics. It reflects how well CAs are responding to the sustainability challenges in their area.

There are broadly four categories that the CAs could fall into; these are summarised in the below box.

<p>Category 1 Strong performance on sustainability metrics Strong performance on sustainability strategies</p> <p><i>Could suggest that the CA's strategies and delivery of activities is having a positive effect on local sustainability metrics</i></p>	<p>Category 2 Strong performance on sustainability metrics Poor performance on sustainability strategies</p> <p><i>Could suggest that the CA recognises that it is already making good progress on local sustainability metrics and therefore it does not need to focus its strategies/delivery on sustainability</i></p>
<p>Category 3 Poor performance on sustainability metrics Strong performance on sustainability strategies</p> <p><i>Could suggest that the strategies and delivery are strong in response to the poor local sustainability metrics, to try and improve them</i></p>	<p>Category 4 Poor performance on sustainability metrics Poor performance on sustainability strategies</p> <p><i>Suggests a lack of recognition of the poor performance in local sustainability metrics, therefore no action to improve these is being taken</i></p>

It is important to note that much of the data used to compile the metrics analysis reflects local sustainability performance a few years in arrears, e.g. around 2015 or 2016, before or at about the time combined authorities were being formed, meaning that their activities would not have had the opportunity to have much of an effect on the metrics. Only in a few years' time will it become clearer as to which category the combined authorities truly align to.

Results of this analysis

The box below shows an approximation into which category each CA fits based on current analysis of metrics and strategies. It is recognised that, given the range of sustainability themes that are covered, this is a broad view summarising overall progress. In reality, performance between metrics and the CAs response to them can vary metric by metric. **Bold type** shows that the CA fits clearly in this category at present, with non-bold showing only a slight fit. Cambridge and Peterborough has not been categorised because their performance on sustainability metrics varies significantly depending on which metric the

focus is on, and their overall response is average. The picture in this CA is too unclear at this stage to attempt categorisation.

Category 1 Strong performance on sustainability metrics Strong performance on sustainability strategies <i>Greater Manchester</i> <i>West Yorkshire</i>	Category 2 Strong performance on sustainability metrics Poor performance on sustainability strategies <i>West of England</i>
Category 3 Poor performance on sustainability metrics Strong performance on sustainability strategies <i>West Midlands</i> <i>Liverpool City Region</i>	Category 4 Poor performance on sustainability metrics Poor performance on sustainability strategies <i>North East</i> <i>Tees Valley</i> <i>Sheffield City Region</i>

Table 5 depicts the justification of this categorisation in more detail and shows how CAs are ranked based on their perceived response to sustainability issues in their area. For the purposes of this table, CAs ranked 1 to 3.9 are green, yellow 4 to 6.9 and red 7 to 9.

Table 5: Ranking of CAs when factoring in their performance against both the sustainability metrics and strategies benchmarking exercises.

Category	Metric sub-category	Metric rank	Average metric rank per category ¹⁴	Strategy rank ¹⁵	Average overall rank score ¹⁶
1. Greater Manchester					
Social	Health ineq. (fem)	6	6.0	1	3.5
	Health ineq. (male)	7			
	Fuel poverty	5			
Environment	Carbon emissions	7	3.8	1	2.4
	Per capita carbon	2			
	Household recycle	3			
	Pos cons mgt	6			
Business	Economic product	2	4.7	1	2.9
	Per capita EP	3			
	Non-house recycle	9			
Energy	Renewable elec	9	9.0	3	6.0
Transport	Air quality	2	2.0	2	2.0
Average rank score for Greater Manchester overall:					3.4

¹⁴ All decimals in this table have been rounded up to one decimal place, e.g. 3.65 becomes 3.7.

¹⁵ Where the strategy rank is the same (i.e. both score 58%), the CA is given the highest possible rank, e.g. if they 58% =s joint 5th, they have been ranked 5th in this table.

¹⁶ This is the average score of the 'Average metric rank per category' column and the 'Strategy rank' column.

Category	Metric sub-category	Metric rank	Average metric rank per category ¹⁴	Strategy rank ¹⁵	Average overall rank score ¹⁶
2. West Midlands					
Social	Health ineq. (fem)	5	5.7	2	3.9
	Health ineq. (male)	5			
	Fuel poverty	7			
Environment	Carbon emissions	9	6.8	3	4.9
	Per capita carbon	4			
	Household recycle	6			
	Pos cons mgt	8			
	Access to woods	7			
Business	Economic product	1	3.3	1	1.7
	Per capita EP	4			
	Non-house recycle	5			
Energy	Renewable elec	8	8.0	1	4.5
Transport	Air quality	7	7.0	1	4.0
Average rank score for West Midlands overall:					3.8
3. Liverpool City Region					
Social	Health ineq. (fem)	8	6.3	2	4.2
	Health ineq. (male)	8			
	Fuel poverty	3			
Environment	Carbon emissions	4	5.0	4	4.5
	Per capita carbon	5			
	Household recycle	7			
	Pos cons mgt	7			
	Access to woods	2			
Business	Economic product	7	6.3	3	4.7
	Per capita EP	8			
	Non-house recycle	4			
Energy	Renewable elec	6	6.0	2	4.0
Transport	Air quality	1	1.0	3	2.0
Average rank score for Liverpool City Region overall:					3.9
4. West Yorkshire					
Social	Health ineq. (fem)	3	3.7	4	3.9
	Health ineq. (male)	2			
	Fuel poverty	6			
Environment	Carbon emissions	8	5.2	2	3.6
	Per capita carbon	6			
	Household recycle	5			
	Pos cons mgt	2			
	Access to woods	5			
Business	Economic product	3	4.7	4	4.4
	Per capita EP	5			
	Non-house recycle	6			

Category	Metric sub-category	Metric rank	Average metric rank per category ¹⁴	Strategy rank ¹⁵	Average overall rank score ¹⁶
Energy	Renewable elec	7	7.0	4	5.5
Transport	Air quality	6	6.0	4	5.0
Average rank score for West Yorkshire overall:					4.5
5. Cambridge & Peterborough					
Social	Health ineq. (fem)	1	1.0	5	3.0
	Health ineq. (male)	1			
	Fuel poverty	1			
Environment	Carbon emissions	2	4.2	5	4.6
	Per capita carbon	7			
	Household recycle	2			
	Pos cons mgt	1			
	Access to woods	9			
Business	Economic product	8	5.7	7	6.4
	Per capita EP	2			
	Non-house recycle	7			
Energy	Renewable elec	1	1.0	7	4.0
Transport	Air quality	8	8.0	5	6.5
Average rank score for Cambridge & Peterborough overall:					4.9
6= Sheffield City Region					
Social	Health ineq. (fem)	4	3.7	6	4.9
	Health ineq. (male)	3			
	Fuel poverty	4			
Environment	Carbon emissions	5	5.6	5	5.3
	Per capita carbon	7			
	Household recycle	4			
	Pos cons mgt	9			
	Access to woods	3			
Business	Economic product	6	7.7	5	6.4
	Per capita EP	9			
	Non-house recycle	8			
Energy	Renewable elec	3	3.0	7	5.0
Transport	Air quality	5	5.0	6	5.5
Average rank score for Sheffield City Region overall:					5.4
6= West of England					
Social	Health ineq. (fem)	2	2.3	8	5.2
	Health ineq. (male)	3			
	Fuel poverty	2			
Environment	Carbon emissions	1	2.4	8	5.2
	Per capita carbon	3			
	Household recycle	1			
	Pos cons mgt	3			
	Access to woods	4			

Category	Metric sub-category	Metric rank	Average metric rank per category ¹⁴	Strategy rank ¹⁵	Average overall rank score ¹⁶
Business	Economic product	5	2.3	9	5.7
	Per capita EP	1			
	Non-house recycle	1			
Energy	Renewable elec	5	5.0	9	7.0
Transport	Air quality	2	2.0	8	4.0
Average rank score for West of England overall:					5.4
8. North East					
Social	Health ineq. (fem)	7	7.0	7	7.0
	Health ineq. (male)	6			
	Fuel poverty	8			
Environment	Carbon emissions	3	5.0	9	7.0
	Per capita carbon	1			
	Household recycle	8			
	Pos cons mgt	5			
	Access to woods	8			
Business	Economic product	4	4.3	8	6.2
	Per capita EP	7			
	Non-house recycle	2			
Energy	Renewable elec	2	2.0	6	4.0
Transport	Air quality	4	4.0	5	4.5
Average rank score for North East overall:					5.7
9. Tees Valley					
Social	Health ineq. (fem)	9	9.0	8	8.5
	Health ineq. (male)	9			
	Fuel poverty	9			
Environment	Carbon emissions	6	6.6	7	6.8
	Per capita carbon	9			
	Household recycle	9			
	Pos cons mgt	4			
	Access to woods	5			
Business	Economic product	9	6.0	6	6.0
	Per capita EP	6			
	Non-house recycle	3			
Energy	Renewable elec	4	4.0	7	5.5
Transport	Air quality	4	4.0	8	6.0
Average rank score for Tees Valley overall:					6.6

Therefore in summary, when one combines the ranking of each CA's progress in terms of both strategies **and** metrics, i.e. its response to sustainability issues, the overall league table is as follows:

Overall rank	CA	Strategies rank	Metrics rank	Overall rank score
1	Greater Manchester	1	3	3.4
2	West Midlands	2	8	3.8
3	Liverpool City Region	3	6	3.9
4	West Yorkshire	4	4	4.5
5	Cambridge & Peterborough	5	2	4.9
6=	Sheffield City Region	6	6	5.4
	West of England	9	1	5.4
8	North East	8	5	5.7
9	Tees Valley	7	9	6.6

Key findings from this analysis include the following:

- Greater Manchester rank highest in this dual assessment as they appear to be dealing with any weaknesses shown by the metrics in their strategies and activities, e.g. health inequality, carbon emissions and electricity generated from renewables.
- The West Midlands, and to some extent in Liverpool City Region, has performed poorly against many of the metrics but evidence in this report shows it is making good progress to try and improve on these through various strategic programmes and activities.
- Generally, authorities already performing well on the renewable electricity metric are demonstrating less strategic activity to build on this; this contrast is starker for energy compared to other metrics.
- The largest concern is on health inequality. Across the board, health inequality remains high according to the metrics analysis and yet it is the lowest scoring category when it comes to CA's responding to the issue, at an average of 36%. There is a particular concern in North East and Tees Valley CAs where health inequality for both females and males is high and yet there is little evidence of the CAs addressing the issue.
- West of England ranks very well in the metrics assessment and is by far the top performing CA in this analysis. However, in the analysis of strategies, there is very little evidence of the CA considering sustainability in its activities, ranking bottom or second-bottom on all categories. This may suggest that the CA recognises it is already strong on the sustainability agenda as evidenced by the metrics and has, therefore, chosen not to focus its activities in this area (category 2). However, this is just a postulation at this stage.

4 Good Practice

This section provides an analysis of good practice across all authorities and against all categories.

4.1 Good Practice against the twelve key sustainability questions

Most of the twelve key sustainability questions under the leadership, strategy and delivery headings focused on the type of processes and structures required. Table 6 provides examples of good practice within these areas. This is a good starting point for all combined authorities as a checklist to enable ambition and the implementation of sustainability activities. Points below given in green font show new examples that have been implemented/demonstrated since the 2017 iteration of this report.

Table 6: Summary of good sustainability processes and structures

Leadership
<ul style="list-style-type: none"> • Appoint a cabinet member responsible for addressing sustainability issues, such as air quality, natural environment and carbon reduction (which could include several aspects). <ul style="list-style-type: none"> ○ <i>Example: Liverpool City Region has established portfolio holders for Spatial Planning, Environment and Air Quality as well as Energy and Renewables and other for Transport. There is also an adviser on issues pertaining the natural environment.</i>¹⁷ • Ensure a board of local environment and sustainability professionals is implemented to identify challenges and drive forward solutions; ensure this feeds into the mayor's office. <ul style="list-style-type: none"> ○ <i>Example: Greater Manchester's Low Carbon Hub¹⁸ brings together a Board of experts from across different sectors to drive forward the agenda and enable sustainability to be embedded so that activities can be delivered.</i> • Ensure the combined authority has staff at officer level who are able to take forward activities identified by the mayor, cabinet member and Board. <ul style="list-style-type: none"> ○ <i>Example: West Yorkshire has worked in partnership with the LEP to bring in three staff who have a responsibility for embedding sustainability across CA priorities and who have a strategic view which can then be translated into action.</i>
Strategy
<ul style="list-style-type: none"> • Integrate relevant targets and key activities into an overall strategic plan, such as carbon reduction, air quality improvements, increases in green infrastructure, reduction in health inequality, economic performance and so on. This will ensure that projects that are commissioned are addressing both strategic and sustainability objectives at the same time. <ul style="list-style-type: none"> ○ <i>Example: West Midlands has embedded targets related to carbon reduction, health inequality, economic productivity and air pollution into their main Strategic Plan.</i>¹⁹ • Produce a sustainability or environmental strategy setting out ambitions for the next five years, expanding on but referring back to the main strategic plan.

¹⁷ <http://liverpoolcityregion-ca.gov.uk/portfolios-385>

¹⁸ <http://gmlch.ontheplatform.org.uk/>

¹⁹ <https://www.wmca.org.uk/what-we-do/strategy>

- **Example:** Most combined authorities have a transport and/or low emissions plan that aims to reduce carbon and air pollution from transport, as well as increase healthy lifestyles through active travel. Greater Manchester's Climate Change and Low Emission Implementation Plan²⁰ and the Liverpool Innovation Plan²¹ are the best examples of a strategy focusing on wider areas of sustainability.
- Undertake an infrastructure assessment that includes sustainability at its heart, for example public transport networks and flood risk.
 - **Example:** Sheffield's Integrated Infrastructure Plan²² is an excellent example of how a combined authority can focus on the opportunities and threats to local infrastructure from a sustainability perspective, including flood risk, green infrastructure, energy, sustainable transport and the low carbon economy.
- Develop a robust evidence base (for example a Science and Innovation Audit, Low Carbon Goods and Services analysis or a flood risk assessment) to outline current, local strengths and opportunities in sustainability and use these to focus priorities and initiatives.
 - **Example:** The West Midlands has published a Science and Innovation Audit²³ that covers the whole combined authority area that identifies smart energy systems, next generation transport and sustainable construction as three of its four market driven priorities.

Delivery

- Various examples of good practice around delivery of projects where CAs have been significantly involved or have led on are beginning to materialise; see Table 7 for more information.
- Establish a mechanism that ensures all projects are monitored for their impact on sustainability metrics.
 - **Example:** Greater Manchester insists that all projects applications undergo an equality impact assessment and, soon, an environmental quality assessment. Low carbon has also been added as a criteria in the CA's cost benefit assessment.
- Report what your CA is doing on sustainability in a transparent way
 - **Example:** West Yorkshire CA's website makes it clear that sustainability is a key area for the CA and lists various related projects that it is currently involved in.²⁴
- Most of the combined authority areas have the same or similar boundaries to existing Local Enterprise Partnerships (LEPs) and in some cases unitary councils. In these cases, combined authorities should work closely with their LEPs and local authorities to maximise delivery of projects and activities (as demonstrated in Greater Manchester and Tees Valley).
 - **Example:** The Teesside Collective²⁵ is one such example enabling partnership working to take advantage of the potential for becoming leaders in carbon capture and storage technology.

²⁰ <http://bit.ly/2yNqfA5>

²¹ <https://bit.ly/2p96D6a>

²² <https://bit.ly/2x9PFsT>

²³ <https://www.wmca.org.uk/media/1682/west-midlands-sia-final-for-publication-21617.pdf>

²⁴ <https://www.westyorks-ca.gov.uk/projects/>

²⁵ <http://www.teessidecollective.co.uk/>

4.2 Good practice against the five sustainability themes

Getting the basics right is important. Then it is possible to develop more detailed policies and actions for delivery. Table 7 provides a summary of some of the good practice against the five detailed sustainability themes being undertaken in the combined authority areas and suggests ideas that other combined authorities could replicate. This is not an exhaustive list and is designed to provide a snapshot of ideas and activities taken from the various sources of literature analysed. The letters in brackets indicate which combined authority is undertaking this activity. Points below given in **green** font show new examples that have been implemented/demonstrated since the 2017 iteration of this report.

- Cambridge & Peterborough (C&P)
- Greater Manchester (GM)
- Liverpool City Region (LCR)
- North East (NE)
- Sheffield City Region (SCR)
- Tees Valley (TV)
- West of England (WoE)
- West Yorkshire (WY)
- West Midlands (WM)

Table 7: Summary of good sustainability thematic practice and commitments in combined authorities

Social – health inequality
<p>Leadership</p> <ul style="list-style-type: none"> • Establishment of a Fairness and Social Justice Advisory Board to review every aspect of the Metro Mayor’s and Combined Authority’s policy and practice [LCR]. • A Councillor holds the portfolio for "supporting disadvantaged communities and individuals to benefit from growth and prosperity" – and he is also the portfolio holder for other aspects of sustainability, suggesting clear integration [C&P]. <p>Strategy</p> <ul style="list-style-type: none"> • Healthier Together, West Midlands on the Move and West Yorkshire’s transport strategy make a very strong link between transport infrastructure and its impact on health and wellbeing; integration is strong here [GM, WM, WY]. • Innovation Plan 2014-2020 highlights health and wellbeing as one of four priority areas for innovation and development [LCR]. • Health and Wealth: Closing the Gap in the North East has been published which outlines a series of recommendations as to how to reduce the high health inequality gap [NE]. • Integration of health inequality targets within devolution, including closing the gaps of those with the best health compared to the worst [GM]. • The health inequality gap is being measured as part of overall performance and is included in the main strategic plan [WM]. <p>Delivery</p> <ul style="list-style-type: none"> • A £16m programme run by Liverpool Clinical Commissioning Group with the Technology Strategy Board focuses on the design, delivery and inclusion of assistive or 'life enhancing' technology [LCR].

- Strong on impact of ageing and dementia on society and how the CA needs to address this [NE, SCR, TV, WM].

Social – fuel poverty

Delivery

- The Local Energy Advice Programme, funded by utility companies, has successfully completed a pilot and is now rolled out across the whole CA offering residents in fuel poverty free energy advice and measures. So far participants have saved an average of £171 per annum [GM].
- Ambition to “have implemented the UK’s largest housing retrofit programme to reduce fuel poverty for housing association residents” [LCR].
- Better Homes Yorkshire programme includes insulation of homes in areas of deprivation and fuel poverty. The CA is looking to apply for warm homes funding to do more of the same [WY].

Social – air quality

Leadership

- “The Combined Authority Shadow Board will bring forward proposals that would enable the Mayor and Combined Authority to implement Clean Air Zones in the Combined Authority area” [WoE].
- Greater Manchester has appointed a member of staff as part of their transport arm who will be the Lead Air Quality Officer [GM].

Strategy

- Air Quality Action Plan looks at implementing clean air zones, green infrastructure, cycle provision, low emission vehicles and freight management [GM].
- Very strong integration of air quality into the main strategic plan and publication of three strategies (Bus, Transport and Low Emissions) that focus heavily on reducing air pollution, aspiring to a ‘zero tolerance’ of transport-related deaths [WY].
- Air quality targets included in the main overarching Performance Management Framework for the strategic plan [WM].

Delivery

- “We will use the Green Infrastructure Network to enhance air quality by reducing emissions and removing pollutants from the air” [GM].
- Expansion of existing railway stations and development of new ones to reduce inner-city air quality [LCR].
- Activities include establishing Clean Air Zones, upgrading bus fleets, encouraging walking and cycling, electric vehicles, implement Eco Stars fleet initiative, emission abatement technologies etc. [WY].
- Integration of air quality measures, including a Clean Air Zone and upgrading bus fleets included in the mayor’s plan. A Low Emissions Bus Strategy has been produced containing recommendations [WM].

Environment – natural capital, green infrastructure and biodiversity

Leadership

- A Natural environment adviser for the mayor has been established [LCR].
- Mayor: “continue to support the Community Forest Trust and Woodland Trusts’ proposal to create a Northern Forest and develop a plan to ensure that 1 million trees are planted in the area” [SCR].

Strategy

- Climate Change and Low Emission Strategy includes targets around natural environment, for example, “over 3 million trees planted by 2035 and natural capital embedded into investments” [GM].

- Commitment to the cleanest river standard by 2030 and commit to a discharge free Mersey by 2040 [LCR].
- Integration in the strategic plan, i.e. “high quality green infrastructure design will be central to the way in which we plan and shape places and developments and the corridors that connect them” [WY].
- Natural environment projects and metrics around biodiversity, habitat gain and green infrastructure clearly integrated into the South Tees Development Corporation Masterplan [TV].
- Biodiversity, habitat loss and green infrastructure is being actively monitored as part of the implementation of the region’s transport strategy [WM].
- Strategic Spatial Objective 10 set out in the Non-Statutory Spatial Plan states the CA will work with relevant bodies to ensure green infrastructure strategies, natural capital and biodiversity are reflected in the development of the Strategic Spatial Framework [C&P].

Delivery

- Tree planting schemes and initiatives have delivered over 5 million new tree to date, with 3 million more by 2035 [GM].
- Secured €20m funding for a Water Framework Directive focused LIFE Integrated Project which will support Natural Capital capacity for the next two years [GM].
- Have recently commissioned Defra to develop a cost-benefit assessment for green infrastructure for projects valued over a certain amount [GM].
- Deliver an ambitious tree-planting programme across the City Region, with a particular focus on engaging schools and young people [LCR].
- Deliver an ambitious programme of natural economy, green infrastructure and green space as part of its recognition of having a high value natural capital [LCR].
- Brownfield Land and Property Development Fund (£50m) will seek to regenerate 93.3 acres of Brownfield land [WM].
- Several projects being commissioned that will include the integration of green infrastructure as standard to improve biodiversity, including the Black Country Garden City [WM].

Environment – climate resilience

Leadership

- Partners will develop an integrated approach to flood risk reduction bringing together relevant partners and resources and includes natural flood management, SUDS and business resilience [WY].

Strategy

- Strong emphasis on climate adaptation in strategies and current activity includes becoming a full partner in a Climate Resilient Cities and Infrastructures project [GM].
- Infrastructure Plan details many flood defence projects, including SUDS, mandatory flood risk assessments, defence programmes to unlock strategic sites, etc. [SCR, TV].
- Flood risk review and subsequent Integration in the strategic plan, i.e. “We will ensure we implement investments in new or enhanced natural assets that help to reduce flood risk” [WY].

Delivery

- Improving the resilience to extreme weather of bus infrastructure and transport networks [WY].
- Local Growth Fund (LGF) used for phase one of the Upper Don flood alleviation scheme [SCR].
- There are seven flood alleviation programmes in the pipeline, three of which have been fully funded and one has been part-funded [TV].

- A policy within the spatial strategy will seek to explore is the use of canals for urban cooling [GM].

Economic – low carbon economy and skills

Leadership

- The Green Economy Panel drives forward CA activity and is used to identify gaps and issues that are then resolved by the sustainability team [WY].

Strategy

- Embedded targets around increasing GVA in the low carbon sector by 2030: +£2bn GVA, +1,000 jobs, +2,000 new qualifications [WM].

Delivery

- Engage with people across Greater Manchester to help them gain the carbon literacy they need to adopt more sustainable lifestyles [GM].
- Develop skilled workforces and provide new leading-edge skills training to strengthen the low carbon goods and services sector and enable businesses to access low carbon markets [GM].
- Commitment to invest £1.5m to support the creation of a Low Carbon Skills Fund [LCR].
- Establish an investment fund to promote new renewable and community energy businesses and initiatives, as well as supporting businesses already operating in the sector [LCR].
- Embed resource efficiency to support productivity, growth and quality across the business base and support globally competitive firms operating in the low carbon sector [WY].
- "Black Country Enterprise Zone will create up to 7,000 new jobs by 2038, in priority support sectors including environmental technologies" [WM].

Economic – sustainable procurement

Delivery

- A Social Value procurement framework has been developed and agreed by the GMCA and adopted by all ten Authorities [GM].
- All large-scale projects must now undertake a cost-benefit assessment, into which carbon has been added as a criteria to ensure contractors are minimising emissions [GM].
- "We will ensure that the CA uses smart procurement procedures, supply chain management and local labour clauses in contracts to maximise social value" [LCR].
- Adopt sustainable procurement principles to BS8903 Expert standard to ensure a balance of social, ethical, environmental and economic impacts are undertaken throughout the procurement process [WM].

Economic – waste management

Strategy

- Targets set to decrease the quantity of waste by 20% and increase waste recycled to 65% by 2035 and 85% by 2050 [GM].
- Development of a waste management strategy for the area to ensure that there is consistency across all waste management sites/systems encouraging best practice behaviour, coupled with an overarching 'zero waste strategy' aspiration for South Tees [TV].
- "Promote and support development uses aligned with a low carbon, circular economy, while delivering redevelopment within a framework of reduced energy costs and waste minimisation" [TV].

Delivery

- "We will seek to move up the waste hierarchy, pursue opportunities for exporting waste processing services and integrate with electricity and heat generation" [SCR].
- Established a resource efficiency business support service as a part of the Business Growth Hub. This has assisted 884 businesses, generated £16.5m sales won or safeguarded, £2.2m cost savings realised and 2.2 ktCO₂e savings realised [GM].

Economic – energy
Leadership

- The Low Carbon Project Delivery Unit is a specialist team part-funded by the CA to support Greater Manchester to deliver low carbon energy projects across the city-region [GM].
- Development of an Energy Alliance building on existing academic, research and industry-facing strengths in the local area [NE].
- “Teesside Collective is a cluster of energy-intensive industries with a shared vision: to establish Teesside as the go-to location for... Carbon Capture and Storage (CCS), supported by the CA” [TV].
- The only CA to establish an Energy and Renewables portfolio holder [LCR].
- Mayor: “we will use the Community Energy Fund to support energy efficiency measures, community energy and micro-generation schemes and invest in new technologies to manage energy consumption” [SCR].

Strategy

- Ambition to advance a Low Carbon Energy Strategy for the City Region, integrated with waste and utilities [SCR].
- Using a Strategic Infrastructure Plan to incorporate future activity related to energy, including heat networks, energy efficiency and CCS [TV].
- Targets include enabling 12% of energy demand through solar PV by 2050, by increasing installation and achieving 17% of energy demand through bioenergy by 2050 [GM].

Delivery

- As part of the Greater SE Energy Hub an energy data portal has been set up to help planners obtain grid, battery storage, air quality, ECO and housing zones data amongst others at LSOA level [C&P].
- £3m ELENA funding to create an Energy Accelerator to improve capacity and expertise to implement clean energy projects; a team of experts will work with partners to develop low carbon projects and concepts. This will also form part of a further devolution deal [WY].
- £270m has been invested into transforming the energy distribution system and £52m invested in energy innovation to help reduce energy losses and boost the ability of the grid to take new connections as well as the demand for renewable supply [GM].
- Implementation of the Marine Energy Deployment and Operation Centre, which will offer survival certification and training for offshore wind, techniques and technology to be refined prior to deployment, upgrade or maintenance and an in-river ship handling simulator [LCR].
- The creation of a £20m National Centre for Energy Systems Integration will bring together energy expertise from across the world to work collaboratively on future energy networks [NE].
- Development of green energy investments as part of the partnership with Energy Capital and CA will support delivery of 'Energy Innovation Zones' following recommendations by the Regional Energy Commission [WM].

Economic – transport
Leadership

- The mayor has taken a lead on the low emission transport agenda by assigning himself to the role effectively of transport portfolio holder [GM].
- There is in post a Head of Logistics, Environment and Active Travel at Transport [GM].
- Director of / Portfolio Holder in Transport Services in place to oversee the development and delivery of all transport services [LCR, WY, WM].

Strategy

- Ambition to shift public and private transport to zero emissions by 2050 (2035 for buses) [GM].

- “We will encourage more car commuters to change their travel behaviour by providing 500 free monthly travel cards to car drivers to trial public transport” [WY].
- Target setting within the Growth and Reform Plan: “we are repositioning cycling as a long-term element of the commuting mix in GM, with an ambitious target of 10% mode share by 2025.” This is achievable through £22m of DfT investment [GM].
- An Electric Vehicle Strategy has been produced by Merseytravel, which includes: establishing charging infrastructure, e-car and taxi clubs and ‘e-mobility hubs,’ charging point guidance and feasibility work for low emission freight [LCR].
- Target setting: 25% more trips made by bus, 75% more trips made by rail and 300% more trips made by bicycle by 2027 [WY].
- “We will minimise the impact of transport schemes by requiring that all large transport improvement programmes are subject to an Environmental Assessment and action to mitigate adverse impacts” [WY].

Delivery

- Commissioned an independent Integrated Sustainability Appraisal to assess the sustainability of all transport-related policies, projects or sites and how harmful impacts can be mitigated [WY].
- Using the Buses Bill to help set emissions standards, implement smart ticketing systems, improve frequency and quality of services etc. [C&P, GM, LCR, NE, SCR, WY, WM].
- Implementation of a guarded bus route which uses smart technologies to tell people if the bus is full, meaning that the bus does not need to stop at every stop, saving carbon [C&P].
- Rapid Transit North will improve the customer experience by raising the quality of the bus offer, as well as improving capacity, reliability and quality on the bus network [SCR].
- “We will utilise potential devolved powers to re-regulate the buses and to only buy clean electric or hydrogen buses from 2020.” £0.42m funding has already been commissioned for emission reducing and fuel saving devices to be fitted to buses [LCR].
- Implementation of an Apprenticeship Bike Scheme, supporting individuals to access employment and skills with a free bike [LCR].
- Improve walking links between rural and urban communities, create safe and attractive pedestrian routes, promote walking to school and reduce over reliance on cars by ensuring that walking is considered and factored into new developments [NE].
- Increase overall spending on cycling forty-fold to £10 per head across the West Midlands (up from 25p per head), by seeking new Government funding and improve facilities such as parking, cycle to work schemes, shower facilities and awareness [WM].
- Huge investments in cycle infrastructure and changing practices, including a Cycle Charter allowing this upgrade to be endorsed at all levels of seniority and politics. “By 2033, we want to raise cycling to 10% of all trips” [WM].
- Local Sustainable Transport Fund programme has delivered a benefit-to-cost ratio of 5:6:1 and a net present value of £117.3m. It also contributed £42.3m of GVA to the City Region economy [LCR].
- First UK trial of tram train technology, presenting the opportunity for effective and affordable mass transit connectivity to deliver a 21st Century mass transit network [SCR].
- Commitment of £273.6m to the Coventry UK Central Plus which will the redevelopment of Coventry station, an outline business case for Very Light Rail and an expanded park and ride facility [WM].
- CA involved in discussions to consider implementation of an autonomous underground electric metro system linking up main cities in the area [C&P].

- Investment partly from the CA will support the establishment of a new Institute for Advanced Automotive Propulsion Systems, a global centre of excellence delivering transformational research and innovation in the development of ultra-low emission vehicles [WoE].
- Over 2,000 registered users on the local electric vehicle network, with around 5,000 charging sessions per day achieved [GM].
- Work with the freight industry to improve freight movements and environmental performance, including providing electric vehicle infrastructure and supporting larger HGVs with alternative fuels [WY].
- Exploiting digital and intelligent transport assets, including through our 5G programme, making sustainable transport the most positive and attractive travel choice [NE].
- An effective and well used intelligent mobility solution which supports integrated travel across all means of transport, enabling people to make sustainable travel choices using live travel information and seamless payment systems which span multiple modes [WM].

4.3 Case studies

The following section provides further depth on some good examples of sustainability activity taking place that are either run or supported by combined authorities. New case studies added for 2018 are outlined in green.

Greater Manchester: Leading the Way

GMCA has demonstrated leadership in low carbon integration, demonstration and implementation since its inception and continues to do so as a result of:

- Ambitious targets: 48% reduction in carbon by 2020 from 1990 levels.
- Whole Place [Implementation Plan](#) which sets its climate change activities.
- The establishment of the [Low Carbon Hub](#), providing collaboration.
- A [Green Growth Team](#) set up to help support businesses.
- Delivery of projects through their Low Carbon Project Delivery Unit, including heat networks, smart grids and an Energy Procurement Agency.



West Midlands: Tram Extension

The WMCA has embarked upon an [ambitious plan](#) to expand the Metro network, which will triple in size by 2026, providing high quality, safe and dependable tram travel across much of the region. The development will:

- Attract investment and regeneration to Brierley Hill and Dudley Town Centre
- Initiate the creation of a link from the Black Country to HS2 supporting economic growth by linking jobs and people
- The extension will enhance access to public transport across the Black Country and reduce journey times
- It will also play an important role in improving air quality and reducing noise pollution in the area.



West of England: Low Emission Transport

The Institute for [Advanced Automotive Propulsion Systems](#) (IAAPS) will be a new research and innovation facility based at the Bristol and Bath Science Park. It will be industry-led and compete on a global scale to deliver future generations of advanced propulsion systems.

The facility will offer deep insights into the complex nature of transitioning to Ultra Low Emission Vehicles. This will include the electrification of vehicles, as well as unique layouts and configurations of the propulsion system for driverless and autonomous cars. It will help build the UK's propulsion capacity for the future.

The combined authority is part-funding this initiative through the Local Growth Fund.

WEST OF ENGLAND | BATH & NORTH EAST SOMERSET
Combined Authority | BRISTOL
SOUTH GLOUCESTERSHIRE

North East: Go Smarter

[Go Smarter](#) is the sustainable travel hub for individuals, organisations and businesses to turn to for details on their commute and how to travel sustainably from A to B. It includes walking and cycling routes, bus and train timetables and advice on sustainable driving. There are also specific sections of the hub:

Businesses: The [Go Smarter Business Network](#) provides a forum for businesses encouraging them to work together to address local transport issues, as well as offering a range of member benefits and exclusive travel offers.

Schools: Go Smarter promotes sustainable travel through a comprehensive range of [school](#) projects. These help to educate and encourage parents and children to make achievable changes to their journeys.

neca
north east combined authority

Liverpool City Region: Healthy Travel

The combined authority is working with partners to help embed health and wellbeing across its main priorities, especially by encouraging active travel. The combined authority is clear about the importance of this for its residents and for the economy.

Activities include:

- Encouraging a shift from the car to cycling, walking and public transport.
- Helping Public Health colleagues to better address issues of childhood obesity by promoting better travel choices within schools.
- Integrating travel modes into health and wellbeing strategies.

The combined authority has also pledged to monitor walking and cycling via the Index of Usage. More details are in their [Transport Plan](#).

 **LIVERPOOL CITY REGION**
COMBINED AUTHORITY

Liverpool City Region: Mi Liverpool

As a part of the LCR Innovation Plan, £16m was allocated to the Liverpool Clinical Commissioning Group to set up and run the [‘Mi Liverpool’ programme](#). Mi (More Independent) has been designed to:

- Enable Liverpool's residents to take charge of their health and wellbeing
- Use technology to allow people to feel safer and live more independently in their own homes
- Give peace of mind to their family
- Reduce the amount of time people spend on appointments, by supporting them better at home.

These Life Enhancing Technologies can help residents live more independently and provide comfort and security. Importantly it focuses on the most vulnerable and therefore contributes to reducing the health inequality gap.

 **LIVERPOOL CITY REGION**
COMBINED AUTHORITY

Greater Manchester: Warming Homes

500 homes across Greater Manchester will benefit from a new central heating system fitted for free, thanks to the [Warm Homes Fund](#). GMCA has secured £1.8 million from National Grid which will be administered by Affordable Warmth Solutions. It will offer a helping hand to householders struggling to afford to stay warm and those who are vulnerable to the cold that do not currently have a central heating system.

The affordable warmth visit will also provide advice on saving energy, switching energy tariffs, installing energy saving measures and identifying any other opportunities for a household to reduce their bills, such as insulation and helping with finances.



West Midlands: Energy Capital

[Energy Capital](#) is the smart energy innovation partnership for the West Midlands. By responding to the needs of the vibrant manufacturing economy and diverse local markets, it aims to make the West Midlands one of the most attractive locations to build innovative clean energy technology companies in the world. The initiative coordinates collaborative public-private investment projects across the region, e.g.:

- Developing a Regional Energy Strategy for the West Midlands
- Working to support the on-going development of Tyseley Energy Park
- Developing innovative retrofitting techniques to combat fuel poverty
- Energy Capital Grants Programme.



West Yorkshire: Energy Accelerator

The [Energy Accelerator](#) is an innovative programme designed to help low carbon and energy efficient projects become a reality where they may otherwise not have been completed due to a lack of capacity, expertise and funding.

It is currently the only programme of its kind anywhere in the UK and is funded by the Leeds City Region Growth Deal and European Investment Bank.

Once up and running, the Accelerator will increase levels of technical support and investment for low-carbon projects in Leeds City Region, enable at least £60m worth of capital investment and help the City Region achieve their aim of being a zero-carbon energy economy by 2036.



Cambridge & Peterborough: Open Data

As a result of the Greater South East Energy Hub and the tri-LEP energy strategy, energy data portals have been set up for both [Cambridge](#) and [Peterborough](#).

This has been done to help planners obtain information on the energy grid, battery storage, air quality, housing zones and more. There is a total of forty available data categories that touch upon and provide information on sustainability metrics within the Combined Authority.

Not only do these portals open up access to raw data sources, they also publish local news stories relevant to the development of the region that guide developers and help to give a sense of the activity going on in the area.



Tees Valley: Circular Economy

TVCA has long championed the case for low carbon approaches to production as a means of meeting carbon reduction targets and improving competitiveness. Due to the region's strengths, the CA is embedding the concept of the circular economy into all its activities. Two features include:

Foresight design: Examining all aspects of production and then looking at related opportunities for the use and reuse of by-products, waste and heat; and

Integration: Combining large heat users with communities to provide opportunities for other industrial processes and enterprises co-located to maximise collaboration.

More information is found in their [SEP](#).



West Yorkshire: Flood Resilience

As a response to the broad extent and impact of previous flooding and because a greater frequency and severity of future floods are likely due to climate change, the leaders of the WYCA [commissioned a review](#) of this, to report on:

- the economic impact of the floods;
- the lessons learned by and best practice for emergency response and civil contingency arrangements;
- how recovery from such civil emergencies can be improved;
- the potential steps that need to be undertaken to improve the resilience and preparedness for the future.

The study helped to develop a series of recommendations to adapt to flood risk.



Sheffield City Region: Grey to Green

This is [an exciting project](#) transforming Sheffield's Riverside Business District from 'grey' redundant road space into 'green' flower meadows and wetlands in a growing business and living area.

£3.4 million has been invested in Phase 1 and over time further phases will turn redundant roads into attractive new linear public spaces. This will include innovative perennial flower meadows, an interlinked sustainable urban drainage system (SUDS), rain gardens, public art and high-quality paved footways and street furniture. All this will create an attractive setting for existing investors and will help to encourage companies to invest here, as well as improve the city's resilience to climate change.

Sheffield
City Region

5 West Midlands Combined Authority (WMCA) results

This section provides a more detailed analysis of how the WMCA is performing on sustainability to date and recommendations on what it could do to improve this further.

Table 8: WMCA score in terms of progressing the five key sustainability themes and the overall score awarded to the WMCA. The bottom row shows the change between 2017 and 2018.

People	Environment	Low carbon economy	Economic – energy	Economic – transport	Overall score
64%	56%	64%	69%	79%	66.3%
+8	+12	+14	+27	+9	+14

The analysis shows the extensive good practice that the WMCA has already demonstrated on sustainability issues and how this has improved quite significantly since last year. In order to continue this improvement and maintain momentum, there remains some things that the WMCA can do now that should not be particularly onerous or resource intensive to implement.

The key is to find the resource to establish a long-term sustainability partner and/or team embedded within the CA that is able to drive forward the agenda to ensure that projects can be implemented and targets can be monitored; with the exception of Transport for West Midlands, this long-term role has yet to materialise.

Table 9 provides details on how the WMCA scored against each of the criteria and for what reasons, and how this score could be improved by implementing a series of next steps (far right column). Comments drawn from this analysis and the subsequent recommendations are based on literature that was reviewed and the interviews undertaken in August 2018.

The recommendations in bold are key ones that often overlap, but will make a big difference, such as resourcing a sustainability team. The other recommendations are those that are more specific to the topic or are secondary in terms of making a big improvement on the benchmark performance next year.

0 - Minimal evidence	1 - Some evidence	2 - Good evidence	3 - Leading evidence
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Table 9: Overall analysis of WMCA progress on sustainability and recommendations

Metric	Score 0-3	Change btwn 17-18	Overall comments on evidence of progress	Next steps / recommendations
LEADERSHIP				
1.If there is an elected Mayor is there any evidence in their manifesto around key sustainability issues?				
1.a People Health inequality, fuel poverty, air quality	2	-	The mayor understands key sustainability issues, particularly around transport and is backing several existing projects. There is a clear demonstration of projects and ambition within the manifesto.	Key recommendation: <ul style="list-style-type: none"> The Mayor should support the development of an environment / sustainability staffing structure to ensure his aspirations can become reality. Other recommendations: <ul style="list-style-type: none"> Ensure that there are regular progress updates on pledges and proposed activities related to sustainability. Use influence to draw down funds and opportunities nationally to develop the WMCA offer on transport and energy in particular. Learn from work going on in Greater Manchester and Liverpool to strengthen natural capital and environmental aspirations.
1.b Environment Carbon emissions, green infrastructure, biodiversity, natural capital, climate resilience	1	-		
1.c Economic Low carbon economy, business support, low carbon buildings, waste, recycling and re-use	2	-		
1.d Economic Energy systems, renewables, district heating, energy efficiency	2	-		
1.e Economic Public transport, cycling/walking, low emission vehicles and infrastructure	3	-		
2. On the cabinet or board of the Combined Authority is there any evidence of clear responsibility for key sustainability issues?				
2.a People	3	+1	Clear leads for most areas of sustainability identified.	Key recommendation: <ul style="list-style-type: none"> Can each portfolio holder produce a specific plan of priorities and activities? Other recommendation:
2.b Environment	2	-		
2.c Economic – low carbon economy	3	+1		
2.d Economic – energy	3	+1		

Metric	Score 0-3	Change btwn 17-18	Overall comments on evidence of progress	Next steps / recommendations
2.e Economic – transport	3	+1		<ul style="list-style-type: none"> There is yet to be any identified responsibility for ensuring climate change impacts are managed so as not to stifle economic growth.
3. In the supporting officer and partner structure, is there evidence of staff and working groups responsible for the integration and delivery of key sustainability issues?				
3.a People	1	+1	<p>New boards and groups in position addressing most of these issues and energy has particular focus due to the Energy Capital initiative. The main issue is the lack of a permanent inclusion of a member of staff or team to deliver activities.</p>	<p>Key recommendation:</p> <ul style="list-style-type: none"> Establish an embedded sustainability delivery partner or manager within the WMCA whose sole responsibility is to ensure that sustainability related activities and targets outlined in the SEP and the mayoral manifesto can be achieved. This is the key action that will help to achieve the WMCA’s sustainability ambitions, enable the other recommendations to be implemented and to enable the WMCA to achieve 83% or higher in future benchmarking exercises
3.b Environment	2	+2		
3.c Economic – low carbon economy	2	+2		
3.d Economic – energy	3	+3		
3.e Economic – transport	2	-		
STRATEGY				
4. Is there an overarching strategy produced by the Combined Authority for the area? How are key sustainability issues integrated and monitored into the strategy or strategies?				
4.a People	2	-	<p>A good spread of sustainability related targets, strengths, opportunities and activities included in the main document which</p>	<p>Key recommendations:</p> <ul style="list-style-type: none"> Ensure that activities and targets related to sustainability in the SEP are joined up and
4.b Environment	2	-		
4.c Economic – low carbon economy	2	-		

Metric	Score 0-3	Change btwn 17-18	Overall comments on evidence of progress	Next steps / recommendations
4.d Economic – energy	2	-	shows commitment. It is a bit light on specific programmes that are being/will be undertaken and also how targets will be monitored.	complement the mayoral manifesto. <ul style="list-style-type: none"> • Ensure reporting on the monitoring of targets and activities against the SEP is transparent and clear.
4.e Economic – transport	2	-		
5. Is there a strategy or strategies that focuses on an issue or issues relating to sustainability that provides details on commitments and future projects?				
5.a People	3	-	Some excellent potential projects and activity is demonstrated across numerous different strategies that focus solely or partly on sustainability issues. There is less discussion on energy or the low carbon economy compared to some other CA's but it is still mentioned as an important component. The missing ingredient is an overarching sustainability strategy to knit this together better.	Key recommendations: <ul style="list-style-type: none"> • Establish a sustainability team and/or supporting body to ensure these activities can be delivered (see above). • Ensure each strategy complements each other and that there is no unintentional overlap; again, a sustainability team could ensure this is the case.
5.b Environment	3	-		
5.c Economic – low carbon economy	2	-		
5.d Economic – energy	2	-		
5.e Economic – transport	3	-		
6. Is there evidence of long-term issues being considered and a structured process against which to monitor them, e.g. climate risk, demographics, technology etc.				
6.a People	2	-	Long term issues are generally well addressed and considered, excluding climate resilience. It is less clear how these will be monitored going forward.	Key recommendations: <ul style="list-style-type: none"> • Undertake a climate change risk assessment analysing the threats and opportunities posed by increasing extreme weather on, for example, health, infrastructure and the natural environment. • Ensure that any proposed projects that include the
6.b Environment	0	-		
6.c Economic – low carbon economy	2	+1		

Metric	Score 0-3	Change btwn 17-18	Overall comments on evidence of progress	Next steps / recommendations
6.d Economic – energy	2	+1		<p>development of green infrastructure analyse the impact it could have on mitigating climate impacts such as flooding and overheating.</p> <ul style="list-style-type: none"> Use the Science and Innovation Audit findings to monitor forward-thinking organisations and institutes that can help to address long-term issues and involve them in decision making. <p>Other recommendation:</p> <ul style="list-style-type: none"> Work through the SWM Futures Toolkit to identify and address long-term uncertainties.
6.e Economic – transport	2	-		
7. Is there an evidence base setting out the scale of the CA's strengths and opportunities related to the low carbon and resilient economy?				
7.a People	1	-	<p>Energy and transport strengths and opportunities are well understood, but less understanding of other aspects. The recently published Science and Innovation Audit helps to set out the key strengths; three of the four market driven priorities are sustainability related.</p>	<p>Key recommendations:</p> <ul style="list-style-type: none"> See two comments above regarding climate risk and green infrastructure. Ensure data pertaining habitat loss, flood risk, air quality, fuel poverty levels and health inequality is integrated into overall CA performance monitoring to determine locations of concern and opportunity. <p>Other recommendation:</p> <ul style="list-style-type: none"> Peruse the WM Low Carbon Investment Prospectus for a
7.b Environment	0	-		
7.c Economic – low carbon economy	2	-		
7.d Economic – energy	3	-		
7.e Economic – transport	3	-		

Metric	Score 0-3	Change btwn 17-18	Overall comments on evidence of progress	Next steps / recommendations
				greater indication of the region's low carbon economic strengths.
8. Is there evidence of the CA measuring and monitoring sustainability metrics, such as carbon emissions, renewable energy generation, health inequality and/or air pollution levels?				
8.a People	2	-	The WMCA is one of the strongest at attempting to set targets on various sustainability issues, including carbon emissions, air quality, health inequality, cycling uptake and green infrastructure. The only concern is that there is some discrepancy between the listed targets and it is not clear if they match.	Key recommendations: <ul style="list-style-type: none"> Pool together the various targets from the different strategies and ensure they are complementary. Remove any that are out of date. Consider implementing a renewable energy target to strengthen the case for clean energy championed by the Energy Capital initiative. Establishment of a sustainability supporting team would help to ensure all targets are consistently monitored. Other recommendation: <ul style="list-style-type: none"> Ensure progress against each target is published transparently and in an engaging manner.
8.b Environment	3	-		
8.c Economic – low carbon economy	2	-		
8.d Economic – energy	0	-		
8.e Economic – transport	2	-		
DELIVERY				
9. Is there evidence of a commitment to integrate or fund the development of specific programmes that will help deliver sustainability objectives?				
9.a People	2	-	Some projects are being / have been implemented pertaining to sustainability; in time, a lot more will need to be demonstrated given the ambition displayed in key strategies. The Annual	Key recommendations: <ul style="list-style-type: none"> Establishment of a long-term sustainability team / supporting organisation will help to ensure projects are
9.b Environment	2	+1		
9.c Economic – low carbon economy	2	+1		

Metric	Score 0-3	Change btwn 17-18	Overall comments on evidence of progress	Next steps / recommendations
9.d Economic – energy	2	+1	Review could have done more to raise sustainability up the agenda.	implemented on the ground <ul style="list-style-type: none"> • Capitalise on existing initiatives (such as Energy Capital) and strengths (as detailed in the Science and Innovation Audit) to help focus and catalyse projects.
9.e Economic – transport	3	+1		
10. At overall programme level, what systems are in place to monitor and appraise the overall impact of all funded activity on sustainability objectives?				
10.a People	2	-	The various targets and the Environment Strategy show that all projects are likely to consider their impact on sustainability issues. Joining these targets up would help further, as would more detail on how sustainability has already been considered in non-sustainability projects commissioned by the CA.	Key recommendations: <ul style="list-style-type: none"> • See comments above regarding targets. • Consider using the environment criteria, or an adapted version thereof, created for assessing the impact of HS2 on the natural environment for wider WMCA projects to ensure they consider sustainable development and their impact on the environment.
10.b Environment	2	-		
10.c Economic – low carbon economy	2	-		
10.d Economic – energy	2	+1		
10.e Economic – transport	2	-		
11. Is progress on sustainability being reported externally and, if so, how?				
11.a People	2	-	Once the relevant documents are found it is clear that the CA is clearly expressing how important sustainability is. The weakness are 1) the website, which could do more to enhance sustainability ambitions/ activities/targets 2) clarity over how the targets will be reported on. The PMF does this to a degree but it is a messy document and	Other recommendations: <ul style="list-style-type: none"> • Produce an Annual Review that ensures that sustainability activities are better incorporated into this. • Update the environment page on the CA website so that it contains details of relevant projects, targets (and reporting of these) and strategies; consider the use of infographics to
11.b Environment	2	-		
11.c Economic – low carbon economy	2	-		
11.d Economic – energy	1	-		

Metric	Score 0-3	Change btwn 17-18	Overall comments on evidence of progress	Next steps / recommendations
11.e Economic – transport	2	-	not prominent on the website.	highlight key achievements/ priorities.
12. Has the CA identified new powers and responsibilities that further devolution would help to deliver local sustainability priorities?				
12.a People	1	+1	Some evidence of a want to integrate aspects of sustainability into a second devolution deal, but energy is the only aspect currently written in.	Key recommendation: <ul style="list-style-type: none"> • Ensure sustainability projects continue to be discussed when planning further devolution.
12.b Environment	1	+1		
12.c Economic – low carbon economy	0	-		
12.d Economic – energy	3	+3		
12.e Economic – transport	1	+1		

6 WMCA progress and recommendations for improvement

Based on the findings described in this report, this section summarises the recommendations that the WMCA should consider taking forward in order to achieve ‘best in class’ in years to come, in other words, leading practice. This will materialise when the WMCA scores 83% against the criteria.

6.1 Progress

Key improvements that have been made by the WMCA since last year are as follows:

- A clearer indication of the role and responsibilities of the Environment Portfolio lead and agreed set of priorities, developed at a summit with the Mayor and the Climate Change Committee, supported by an Environment Delivery Board of local partners coordinated and monitored by SWM.
- The second devolution deal contained a commitment to recognise the existing regional Energy Capital partnership, supported by a WMCA-wide energy strategy and support a regional energy commission to explore potential innovation zones to pilot new regulation and investment in order to stimulate new energy companies, products and services.
- The establishment of an Environment Board to drive forward activity, and a Steering Group of local sustainability experts to translate identified issues by the Board into delivery on the ground.
- The development of an environment page on the WMCA website, showing a summary of progress.
- Working to ensure local strengths in the clean growth sectors of transport, buildings and energy, as well as the importance of the natural environment, form a key part of the new Local Industrial Strategy.
- WMCA involvement in the development of various sustainability related projects, including investment in local public transport systems (tram extension, low emission buses etc.), embedment of the Energy Capital initiative and the Black Country Garden City (see section 4).

6.2 Key recommendation

Establish a long-term embedded sustainability delivery partner or manager within the WMCA whose sole responsibility is to ensure that sustainability related activities and targets outlined in the SEP and the mayoral manifesto can be achieved. This is the key action that will help to achieve the WMCA’s sustainability ambitions, enable the other recommendations to be implemented and to enable the WMCA to achieve best in class (83% or higher) in future benchmarking exercises.

According to this analysis, there is a clear link between those combined authorities that have scored well and those that have not – whether or not there is an established sustainability team or member of staff to deliver activity. This is how other combined authorities have developed this role:

- Greater Manchester has an Environment Team lead by two Directors.

- Liverpool City Region has seconded the Head of Sustainability from the LEP into the CA and is supported by existing LEP sustainability project offers.
- West Yorkshire has a Head of Energy and Sustainability who is supported by a team of strategic and programme delivery officers, all of whom were transferred across from the LEP when structures merged.
- Cambridge and Peterborough, the most improved CA on sustainability performance, has appointed a Head of Sustainability since our first benchmark report last year.

The West Midlands is, therefore, the only strong performing CA without a long-term individual or team responsible for the implementation of sustainability activity. An interim Head of Environment has been in place supported in partnership with SWM, but should this role and partnership agreement cease much of the good practice demonstrated to date would be likely to cease with it. The other disadvantage that the West Midlands has is that, unlike some of the other CAs, it cannot use the existing structures or teams of its partners. None of the three LEPs that the WMCA subsumes have a sustainability or low carbon team or individual and the local authorities in the area have been starved of their sustainability functions in recent years. Therefore, local expertise is not as forthcoming as it is elsewhere.

It is for these reasons why we strongly recommend that a permanent / long-term position is established within the WMCA structure to ensure the good progress demonstrated to date can be built upon to reach 'best-in-class,' rather than potentially slip behind other CAs that already have established an equivalent position.

6.3 Further recommendations

Leadership

- Continue to run the evolving environment board and steering group to help identify and drive forward activities related to sustainability. Ensure there is a mechanism where this Board has clear site of outcomes of other, potentially relevant board meetings, e.g. transport or innovation.
- Enable each portfolio lead to produce a specific plan of priorities and activities around sustainability.
- Acquire the mayor's support to ensure that the sustainability activities are endorsed and to help draw down funds and opportunities nationally to develop the WMCA offer on transport and energy.

Strategy

- Ensure that activities and targets related to sustainability in the SEP are joined up and complement the mayoral manifesto. Considering adding a renewable energy uptake target.
- Ensure reporting on the monitoring of targets and activities against the SEP is transparent and clear. Integrate further monitoring using habitat loss, flood risk, air quality and fuel poverty data.
- Update the environment page on the CA website so that it contains details of relevant projects, targets (and reporting of these) and strategies; consider the use of infographics to highlight key achievements/priorities (good examples of this include [Greater Manchester](#) and [West Yorkshire](#)).
- Produce an Annual Review that ensures that overall sustainability progress (economic, social and environment) is incorporated into this.

- Ensure each strategy related to sustainability complements each other and that there is no unintentional overlap.
- Undertake a climate change risk assessment analysing the threats and opportunities posed by increasing extreme weather on, health, infrastructure and the natural environment for example. Develop an understanding on how green infrastructure can help tackle these issues.
- Use the Science and Innovation Audit and SWM Futures Toolkit to monitor forward-thinking organisations and institutes that can help to address long-term issues, develop projects and involve them in decision making.

Delivery

- Consider using the environment criteria, or an adapted version thereof, created for assessing the impact of HS2 on the natural environment for wider WMCA projects to ensure they consider sustainable development and the impact on the environment.
- Ensure sustainability projects are considered in any discussions around further devolution.

6.4 Recommendations for other Combined Authorities and national organisations

SWM can share the results of this study with other individual combined authorities if they wish to see the details and justification of their allocated scores. We can also suggest areas for improvement and develop an improvement plan with their local partners. For national organisations seeking to identify good practice around a particular sustainability theme we can also provide some further analysis.

Contact enquiries@swm.org.uk for more information.

7 Annex

The list below provides the links to the sources that were reviewed when undertaking this research. Those **highlighted in blue** are documents that have been published and/or accessed and/or updated since the initial review last year. Documents not highlighted are those that were reviewed last year and have therefore not been reviewed again but are still relevant this year. Any documents that no longer exist or that have been superseded have been deleted from this list.

Cambridge & Peterborough

Website: <http://cambridgeshirepeterborough-ca.gov.uk/>

The Constitution: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Combined-Authority-Constitution-2018.pdf>

The Plain English guide to devolution:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/608527/Plain_English_Guides_to_Devolution_Cam_and_Peter.PDF

Devolution Deal: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Cambridgeshire-and-Peterborough-Devolution-Deal.pdf>

Mayor 100 day plan: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Mayor/The-Mayor-of-Cambridgeshire-and-Peterborough-100-Day-Plan.pdf>

Mayor's completed commitments: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Mayor/100-Day-Plan-Final-Review.pdf>

Spatial Framework (Non Statutory): <http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Combined-Authority-Spatial-Plan.pdf>

Transport Delivery 2018/19: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Transport-Delivery-2018-19-280318.pdf>

£100m affordable housing programme: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/100m-Affordable-Housing-Programme-280318.pdf>

£70m Cambridge City Devolution Housing Programme: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/70m-Cambridge-City-Devolution-Housing-Programme-280318.pdf>

Greater Manchester

Website: <https://www.greatermanchester-ca.gov.uk/>

Health: [https://www.greatermanchester-ca.gov.uk/info/20008/health and social care](https://www.greatermanchester-ca.gov.uk/info/20008/health_and_social_care)

Low carbon section: [https://www.greatermanchester-ca.gov.uk/info/20005/low carbon](https://www.greatermanchester-ca.gov.uk/info/20005/low_carbon)

Low carbon Hub: <http://gmlch.ontheplatform.org.uk/>

Low emissions plan: [https://www.greatermanchester-ca.gov.uk/downloads/file/221/change and low emissions implementation plan 2016-2020](https://www.greatermanchester-ca.gov.uk/downloads/file/221/change_and_low_emissions_implementation_plan_2016-2020)

Low carbon networks: <https://www.green-growth.org.uk/network>

Green Growth Pledge: <https://www.green-growth.org.uk/pledge>

Low Carbon Projects: [https://www.greatermanchester-ca.gov.uk/info/20005/green city region/116/low carbon project delivery unit](https://www.greatermanchester-ca.gov.uk/info/20005/green_city_region/116/low_carbon_project_delivery_unit)

Low Carbon Fund: [https://www.greatermanchester-ca.gov.uk/info/20004/economy/108/low carbon fund](https://www.greatermanchester-ca.gov.uk/info/20004/economy/108/low_carbon_fund)

Transport plan: <https://www.tfgm.com/2040> and [https://downloads.ctfassets.net/nv7y93idf4jq/7FiejTsJ68eaa8wQw8MIWw/bc4f3a45f6685148eba2acb618c2424f/03. GM 2040 TS Full.pdf](https://downloads.ctfassets.net/nv7y93idf4jq/7FiejTsJ68eaa8wQw8MIWw/bc4f3a45f6685148eba2acb618c2424f/03_GM_2040_TS_Full.pdf)

Air quality plan: <https://www.greatermanchester-ca.gov.uk/airquality>

Low emissions strategy: [https://www.greatermanchester-ca.gov.uk/downloads/file/229/gm low-emission strategy dec 2016](https://www.greatermanchester-ca.gov.uk/downloads/file/229/gm_low-emission_strategy_dec_2016)

Change and Low Emissions Implementation Plan (2016 – 2020): [https://www.greatermanchester-ca.gov.uk/downloads/file/221/change and low emissions implementation plan 2016-2020](https://www.greatermanchester-ca.gov.uk/downloads/file/221/change_and_low_emissions_implementation_plan_2016-2020)

Low Carbon and Environmental Goods and Services – Deep Dive Report (2017): [https://www.greatermanchester-ca.gov.uk/downloads/file/242/deep dive report low carbon and environmental goods and services](https://www.greatermanchester-ca.gov.uk/downloads/file/242/deep_dive_report_low_carbon_and_environmental_goods_and_services)

Natural Capital Group: [https://www.greatermanchester-ca.gov.uk/info/20005/green city region/113/natural capital group](https://www.greatermanchester-ca.gov.uk/info/20005/green_city_region/113/natural_capital_group)

Greater Manchester strategy (SEP equivalent): [https://www.greatermanchester-ca.gov.uk/downloads/file/8/stronger together - greater manchester strategy](https://www.greatermanchester-ca.gov.uk/downloads/file/8/stronger_together_-_greater_manchester_strategy)

Growth and Reform Plan: [https://www.greatermanchester-ca.gov.uk/downloads/file/10/gm growth and reform plan%20](https://www.greatermanchester-ca.gov.uk/downloads/file/10/gm_growth_and_reform_plan%20)

Greater Manchester Strategy – April 2018 Performance Report: Not online – sent via email from Mark Atherton

GM Environment Report 2017: Not online – sent via email from Mark Atherton

City Deal:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/221014/Greater-Manchester-City-Deal-final_0.pdf

Devolution Deal:

[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/369858/Greater Manchester Agreement i.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/369858/Greater_Manchester_Agreement_i.pdf)

Further devolution: https://www.greatermanchester-ca.gov.uk/devolution_november2015

Health Devolution: [https://www.greatermanchester-ca.gov.uk/homepage/5/health and care](https://www.greatermanchester-ca.gov.uk/homepage/5/health_and_care)

Greater Manchester Health and Social Care Devolution: [https://www.greatermanchester-ca.gov.uk/downloads/file/135/greater manchester health and social care devolution memorandum of understanding](https://www.greatermanchester-ca.gov.uk/downloads/file/135/greater_manchester_health_and_social_care_devolution_memorandum_of_understanding)

Manifesto:

[https://d3n8a8pro7vhm.cloudfront.net/andy4mayor/pages/68/attachments/original/1489493923/Andy Burham Manifesto A4 12pp copy.pdf?1489493923](https://d3n8a8pro7vhm.cloudfront.net/andy4mayor/pages/68/attachments/original/1489493923/Andy_Burham_Manifesto_A4_12pp_copy.pdf?1489493923)

SIA: [https://www.greatermanchester-ca.gov.uk/downloads/download/69/greater manchester and east cheshire a science and innovation audit report sponsored by the department for business energy and industrial strategy](https://www.greatermanchester-ca.gov.uk/downloads/download/69/greater_manchester_and_east_cheshire_a_science_and_innovation_audit_report_sponsored_by_the_department_for_business_energy_and_industrial_strategy)

Walking and Cycling Report (Made to Move): [https://www.greatermanchester-ca.gov.uk/downloads/file/463/made to move](https://www.greatermanchester-ca.gov.uk/downloads/file/463/made_to_move)

Urban Pioneer Strategic Plan: [https://www.greatermanchester-ca.gov.uk/downloads/file/460/urban pioneer strategic plan](https://www.greatermanchester-ca.gov.uk/downloads/file/460/urban_pioneer_strategic_plan)

Springboard to a Green City Region: [https://www.greatermanchester-ca.gov.uk/downloads/file/776/springboard to a green city region](https://www.greatermanchester-ca.gov.uk/downloads/file/776/springboard%20to%20a%20green%20city%20region)

NEDO Implementation Report for Smart Community Demonstration (Heating): [https://www.greatermanchester-ca.gov.uk/downloads/file/692/nedo implementation report for smart community demonstration project in greater manchester](https://www.greatermanchester-ca.gov.uk/downloads/file/692/nedo%20implementation%20report%20for%20smart%20community%20demo%20stration%20project%20in%20greater%20manchester)

Health and Social Care in GM: [https://www.greatermanchester-ca.gov.uk/downloads/file/125/taking charge of our health and social care in greater manchester](https://www.greatermanchester-ca.gov.uk/downloads/file/125/taking%20charge%20of%20our%20health%20and%20social%20care%20in%20greater%20manchester)

GM Spatial Framework (2016): [https://www.greatermanchester-ca.gov.uk/info/20018/greater manchester spatial framework](https://www.greatermanchester-ca.gov.uk/info/20018/greater%20manchester%20spatial%20framework)

GM Air Quality Plan (2016 – 2021): [https://www.greatermanchester-ca.gov.uk/downloads/download/78/gm air quality action plan 2016-21](https://www.greatermanchester-ca.gov.uk/downloads/download/78/gm%20air%20quality%20action%20plan%202016-21)

Waste aims: [https://www.greatermanchester-ca.gov.uk/info/20005/green city region/187/waste and resources/1](https://www.greatermanchester-ca.gov.uk/info/20005/green%20city%20region/187/waste%20and%20resources/1)

ECO Funds and Statement of Intent: [https://www.greatermanchester-ca.gov.uk/downloads/file/350/eco statement of intent information](https://www.greatermanchester-ca.gov.uk/downloads/file/350/eco%20statement%20of%20intent%20information)

GM Energy Company Obligation: [https://www.greatermanchester-ca.gov.uk/downloads/file/782/energy company obligation flexible eligibility statement of intent](https://www.greatermanchester-ca.gov.uk/downloads/file/782/energy%20company%20obligation%20flexible%20eligibility%20statement%20of%20intent)

Home Energy Conservation Act: [https://www.greatermanchester-ca.gov.uk/downloads/file/287/home energy conservation act greater manchester 201718 %E2%80%93 1819](https://www.greatermanchester-ca.gov.uk/downloads/file/287/home%20energy%20conservation%20act%20greater%20manchester%20201718%20%E2%80%93%201819)

Boxing day flood report 2015: [https://www.greatermanchester-ca.gov.uk/downloads/file/199/boxing day flood report 2015](https://www.greatermanchester-ca.gov.uk/downloads/file/199/boxing%20day%20flood%20report%202015)

Liverpool City Region

Website: <http://www.liverpoolcityregion-ca.gov.uk/>

Growth Strategy: <https://www.liverpoollep.org/wp-content/uploads/2016/06/SGS-Final-main-lowres.compressed.pdf>

Devolution deal:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/477385/Liverpool_devolution_deal_unsigned.pdf

Further devolution:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508118/160314_Further_devolution_to_Liverpool_City_Region_-_FINAL.pdf

Mayoral manifesto: <http://www.steverotheram.com/wp-content/uploads/2017/03/FINAL-Steve-Rotheram-Our-future-together-Screen-min.pdf>
<http://www.steverotheram.com/steve-rotheram-pledges-flagship-solar-scheme-for-liverpool-city-region/>

Mayor's portfolio appointments: <https://www.liverpoollep.org/news/metro-mayor-reveals-new-team-new-purpose-combined-authority/>

LCR SUD Strategy (joint CA and LEP): <https://www.liverpoollep.org/wp-content/uploads/2015/04/01-06-2016-LCR-DRAFT-SUD-LEP-Website-Version.pdf>

Report to mayor on sustainability – 2015: <http://liverpool.gov.uk/media/8806/mayoral-commission-on-environmental-sustainability-final-report-march-2015.pdf>

Transport plan: <https://www.merseytravel.gov.uk/about-us/local-transport-delivery/Documents/8375%20Plan%20for%20growth%20WEB%20FINAL.pdf>

EV strategy: <http://www.merseytravel.gov.uk/about-us/local-transport-delivery/Documents/E-Mobility-Strategy.pdf>

LCR Region Innovation Plan 2014 – 2020: http://liverpoolcityregion-ca.gov.uk/uploadedfiles/economic_development/LCR-Innovation-Plan%20INNO%20PLAN%202014-20.pdf

LCR Growth Deal 2014: http://liverpoolcityregion-ca.gov.uk/uploadedfiles/economic_development/wpids-lcr-growth-deal-10-2014.pdf

LCR-CA Long Term Rail Strategy: http://liverpoolcityregion-ca.gov.uk/uploadedfiles/documents/LCRCA_RAIL_STRATEGY_MAY18.pdf

LCR-CA Local Journeys Strategy: http://liverpoolcityregion-ca.gov.uk/uploadedfiles/documents/LCRCA_LCL_JRNYS_STRATEGY.pdf

STEP Programme Assurance (Devolving transport): http://liverpoolcityregion-ca.gov.uk/uploadedfiles/documents/Appendix_A_Liverpool_City_Region_Assurance_Framework.pdf and http://liverpoolcityregion-ca.gov.uk/uploadedfiles/documents/KD_STEP_0618.pdf

LCR-CA Constitution: http://liverpoolcityregion-ca.gov.uk/uploadedfiles/documents/CONSTITUTION_LCRCA.pdf

LCR Investment Fund and Strategy: http://liverpoolcityregion-ca.gov.uk/uploadedfiles/Members/lcrca_270718_agenda.pdf

North East (No mayor)

Website: <http://www.northeastca.gov.uk/>

Devolution deal: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/472187/102915_DEVOLUTION_TO_THE_NORTH_EAST_signed_pdf.pdf

The constitution v6: <https://northeastca.gov.uk/wp-content/uploads/2018/08/APPENDIX-NECA-Constitution-v6-Final-3-August-2018.pdf>

Go Smarter: <http://gosmarter.co.uk/about-us>

NE Transport Manifesto: <https://northeastca.gov.uk/wp-content/uploads/2018/02/Transport-Manifesto.pdf>

New LEP SEP endorsed by CA: <http://www.nelep.co.uk/wp-content/uploads/2017/04/North-East-SEP-FINAL-March-2017.pdf>

Health and Wealth: Closing the Gap <https://northeastca.gov.uk/wp-content/uploads/2018/04/Health-and-Wealth-Closing-the-Gap-in-the-North-East-Full-Report.pdf>

Transforming Cities (Bid application): <https://northeastca.gov.uk/wp-content/uploads/2018/06/NECA-Transforming-Cities-application-.pdf>

Transport North East Committee: <https://northeastca.gov.uk/decision-making/transport-north-east-committee/>

Sheffield City Region

Website (joint CA/LEP): <https://sheffieldcityregion.org.uk/>

Devolution deal: <https://sheffieldcityregion.org.uk/?s=Devolution>

SEP (LEP by endorsed by CA):

<https://sheffieldcityregion.org.uk/wp-content/uploads/2018/01/SCR-Growth-Plan-March-2014-1.pdf>

Integrated infrastructure plan (LEP and CA):

<https://sheffieldcityregion.org.uk/?s=Integrated+Infrastructure+plan>

SIA: <https://sheffieldcityregion.org.uk/sia/>

Mayor: <https://sheffieldcityregion.org.uk/about-dan-jarvis/>

Mayoral Manifesto: <https://sheffieldcityregion.org.uk/wp-content/uploads/2018/06/Dan-Jarvis-Manifesto.pdf>

Mayor on Active Travel: <https://sheffieldcityregion.org.uk/2018/07/30/mayor-acts-on-commitment-to-active-travel/>

SCR Transport Strategy 2018 – 2040 (draft): <https://sheffieldcityregion.org.uk/wp-content/uploads/2018/01/SCR-Transport-Strategy-Consultation-Draft.pdf>

SCR Transport Strategy Integrated Assessment Environment Report:

<https://sheffieldcityregion.org.uk/wp-content/uploads/2017/12/SCR-Transport-Strategy-Int-Assesment-Env-Report.pdf>

SCR Health-Led Employment: <https://sheffieldcityregion.org.uk/project/health-led-employment-trial/>

STEP – Local Transport Plan: <https://sheffieldcityregion.org.uk/project/step-local-transport-plan/>

STEP – Passenger Transport Executive: <https://sheffieldcityregion.org.uk/project/step-passenger-transport-executive/>

Bus Rapid Transit: <https://sheffieldcityregion.org.uk/project/bus-rapid-transit-north/>

Doncaster Rail: <https://sheffieldcityregion.org.uk/project/doncaster-rail/>

Market Harborough Line Improvements: <https://sheffieldcityregion.org.uk/project/market-harborough-line-improvements/>

Great Yorkshire Way: <https://sheffieldcityregion.org.uk/project/great-yorkshire-way/>

Flood alleviation project: <https://sheffieldcityregion.org.uk/2018/06/12/vital-flood-alleviation-project-receives-3-5m-funding-sheffield-city-region/>

Tees Valley

Website: <https://teesvalley-ca.gov.uk/>

Cabinet: <https://teesvalley-ca.gov.uk/about/leadership-senior-management-team/tees-valley-combined-authority-cabinet/>

Staff structure: <https://teesvalley-ca.gov.uk/wp-content/uploads/2016/03/Tees-Valley-Combined-Authority-Organisation-Chart.pdf>

SEP: <https://teesvalley-ca.gov.uk/wp-content/uploads/2016/12/TVCA207-SEP-Document-Full-WEB.pdf>

Devolution deal:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/470127/Tees_Valley_Devo_Deal_FINAL_formatted_v3.pdf

Connecting the Tees Valley (Transport Plan): <https://teesvalley-ca.gov.uk/wp-content/uploads/2016/03/Connect2026.pdf>

Infrastructure Plan: <https://teesvalley-ca.gov.uk/wp-content/uploads/2016/03/SIP-EXEC-SUMMARY-Jan-2015.pdf> (not CA logo but endorsed as on website)

Renewables and low carbon section on website:

<https://teesvalley-ca.gov.uk/business/key-sectors/energy-and-renewable/>

Teesside Collective: <http://www.teessidecollective.co.uk/>

Mayor's Priorities: <https://teesvalley-ca.gov.uk/mayor/the-mayors-priorities/>

Transport for the North: <https://teesvalley-ca.gov.uk/transport/transport-for-the-north/>

South Tees Development Masterplan:

<https://www.southteesdc.com/masterplan/downloads/>

West of England

Website: <https://www.westofengland-ca.org.uk/>
<https://www.westofengland-ca.org.uk/business/>

Devolution deal:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508112/160315_West_of_England_Devolution_Agreement_Draft_-_FINAL.pdf

Cannot find mayoral manifesto; this provides a summary:

<http://www.centreforcities.org/blog/west-england-metro-mayor-manifestos-key-themes/>

SIA: <http://gw4.ac.uk/wp-content/uploads/2017/11/SWW-SIA-MainReport-Final.pdf>

ULEV plan: <https://www.westofengland-ca.org.uk/region-leads-development-ultra-low-emission-vehicles/>

West Yorkshire (No devolution deal yet and no mayor)

Website: <http://westyorks-ca.gov.uk/>

Management Team: <https://westyorks-ca.gov.uk/about-west-yorkshire-combined-authority/senior-management-team/>

SEP: <http://www.the-lep.com/LEP/media/New/SEP%20documents/SEP-2016-2036-FINAL.pdf>

Corporate plan: <https://westyorks-ca.gov.uk/media/3362/corporate-plan-18-19.pdf>

Bus strategy: <https://westyorks-ca.gov.uk/transport/bus-strategy/>
<https://westyorks-ca.gov.uk/media/2564/west-yorkshire-bus-strategy-technical-report-july-final.pdf>

Transport Strategy 2040: <https://westyorks-ca.gov.uk/media/2664/transport-strategy-2040.pdf>

WY Low Emissions Strategy: <https://www.bradford.gov.uk/media/3590/west-yorkshire-low-emissions-strategy.pdf>

Go Green for Growth in WY: <https://www.wymetro.com/media/1423/gogreen-1stf-bid.pdf>

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