



**West Midlands
Combined Authority**

WMCA Aims and Objectives

Unlocking the potential of the West Midlands



Introduction to the WMCA

Who we are

The West Midlands Combined Authority (WMCA) is a partnership between 18 local authorities and other bodies including Local Enterprise Partnerships, the West Midlands Police and Crime Commissioner and West Midlands Fire and Rescue Authority. We have seven constituent local authority members who make up the WMCA Board.

The WMCA was created through a devolution deal in 2016, where central government in Westminster gave us powers and money to improve the lives of people in the West Midlands.

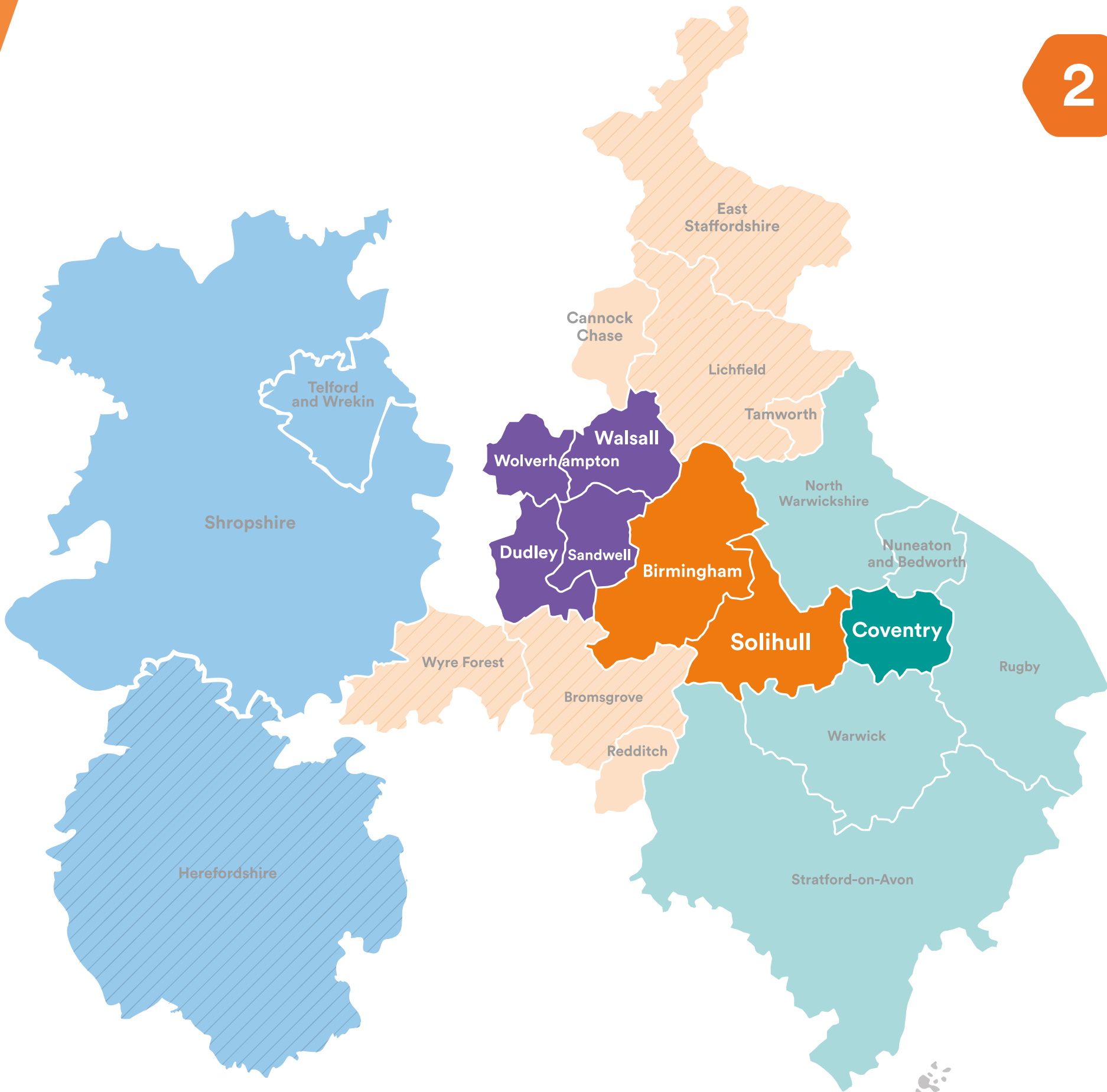
In 2017 Andy Street was elected as the first Mayor of the West Midlands; he was re-elected in May 2021.

About this document

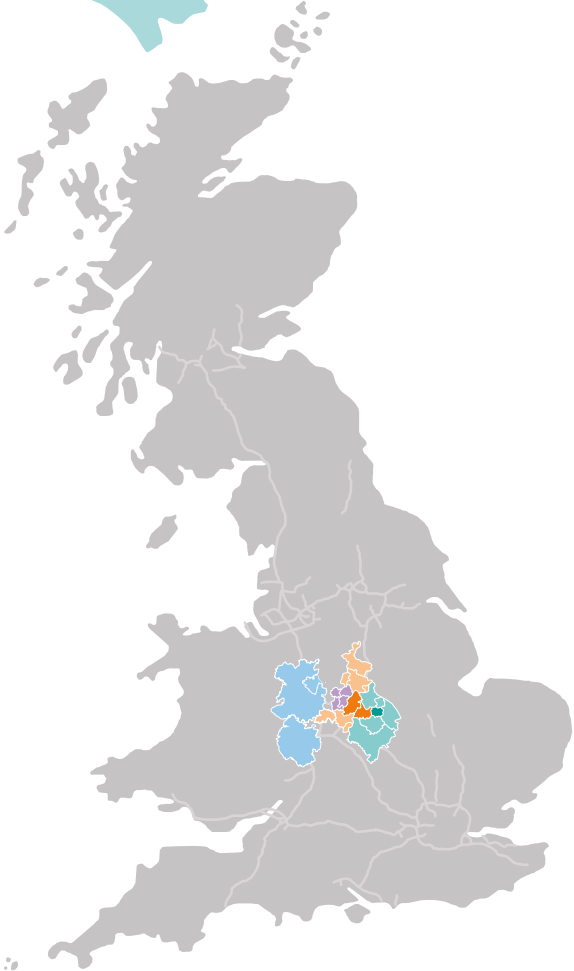
This document helps us to:

- Set out how we will deliver on the region’s priorities
- Guide our use of powers and money secured from central government
- Measure our progress against our priorities

Our aims and objectives will be regularly reviewed, including a formal review every six months, to monitor progress. They are agreed and owned by the WMCA Board, chaired by the Mayor.



	Greater Birmingham and Solihull LEP	Black Country LEP	Coventry and Warwickshire LEP	Marches LEP
Constituent authority				
Non-constituent authority				
LEP member only				



Our role

The West Midlands Combined Authority takes on a range of different roles to deliver on our shared regional ambitions. We always ensure that our activity builds on work at a local level, led by local authorities and other partners.



Deliver

In some areas we are responsible for delivering and commissioning services, such as the regional public transport system and the provision of adult skills



Enable

In other areas we convene and guide the work of partners, including developing economic strategy to support regional businesses and unlocking sites for housing and regeneration schemes



Influence

We also play an advocacy role, amplifying the voice of partners in the region to solve shared challenges and secure new resources or powers



Our constituent authority leaders

The WMCA is led by the directly elected Mayor of the West Midlands and the leaders of our seven constituent local authorities:



Mayor of the West Midlands
Andy Street



Sandwell
Cllr Maria Crompton
(Acting)



Birmingham
Cllr Ian Ward



Solihull
Cllr Ian Courts



Coventry
Cllr George Duggins



Walsall
Cllr Mike Bird



Dudley
Cllr Patrick Harley



Wolverhampton
Cllr Ian Brookfield



Our vision

A more prosperous and better
connected West Midlands which is
fairer, greener and healthier



West Midlands
Combined Authority





Our six aims

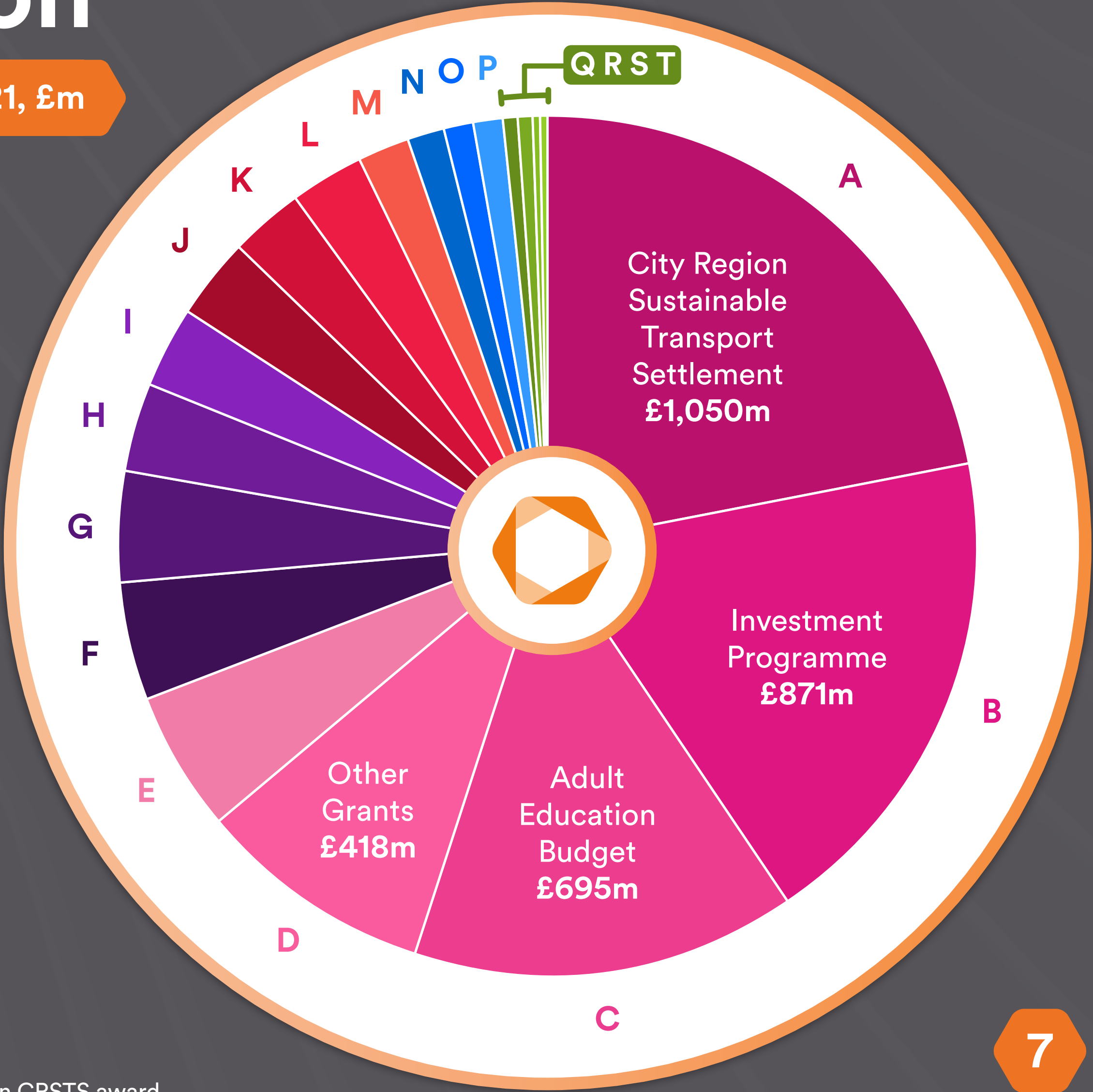
We developed these six aims following the Mayoral election in 2021. The WMCA also engaged extensively with our local authority partners, the Young Combined Authority, and other partners to understand our shared areas of focus. These six aims are based on evidence and data about the key challenges in the region, taken from reports such as the State of the Region. Overall, these six aims set out how the WMCA can help realise our vision.

- 1** **Promote inclusive economic growth in every corner of the region** 
- 2** **Ensure everyone has the opportunity to benefit** 
- 3** **Connect our communities by delivering transport and unlocking housing and regeneration schemes** 
- 4** **Reduce carbon emissions to net zero and enhance the environment** 
- 5** **Secure new powers and resources from central government** 
- 6** **Develop our organisation and our role as a good regional partner** 

The WMCA has secured £4.7 billion of investment for the region

Funding successfully leveraged by the WMCA for the West Midlands 2017-2021, £m

A	City Region Sustainable Transport Settlement	1050
B	Investment Programme	871
C	Adult Education Budget (c.£139m p.a.)	695
D	Other Grants (below £49m)	418
E	Transforming Cities Fund *	250
F	Housing and Brownfield Funds	208
G	Farebox Revenues	195
H	Perry Barr Housing Regeneration Scheme	165
I	Commercial / Residential Investment Fund Loans	143
J	Town Centre Fund	139
K	Eastside Metro Grant (DfT)	132
L	Electric Bus Town (DfT £50m plus £87.5m private sector)	128
M	UK Central (£50m supplemented by £45m WMCA loan)	95
N	Get Building Fund	66
O	RNEP (funding for 5 new stations)	59
P	Skills Deal	49
Q	5G (excluding c.£20m contributions in kind)	26
R	Tourism, Trade and Investment Programme	24
S	Connected and Autonomous Vehicles Test Bed inc. TB2	12
T	Digital Skills	8



* Full TCF award £321m.
Final year of TCF subsumed within CRSTS award.

WMCA aims and objectives



**West Midlands
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AIM 1

To promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs



	Objective	Key activity
1.1	We will drive growth by developing regional strategies and plans focussed on priority clusters, boosting innovation, and securing investment	<ul style="list-style-type: none">• Provide support to the new Economic Growth Board, assisting in the development and implementation of regional plans and interventions to accelerate local inclusive economic growth• Develop West Midlands “Plan for Growth”, to identify the region’s key competitive clusters and the interventions that will best enable accelerated economic growth• Work with partners to support and champion major economic projects to secure investment, e.g. HS2, UK Central, Gigafactory• Support economic resilience by monitoring and reacting to economic conditions• Deliver West Midlands Innovation Programme to increase demand-led innovation in the economy and support regional sector-specific interventions such as Made Smarter• Work with West Midlands 5G to accelerate the rollout of high-speed connectivity in the region• Develop standards, tools and practices for embedding and delivering inclusive growth
1.2	We will work with partners to create the optimum conditions for businesses to grow, by ensuring they have the support needed to start up, scale up and succeed	<ul style="list-style-type: none">• Support the Economic Growth Board to deliver a new approach to regional business support activities, ensuring a coherent and effective offer for local small and medium enterprises• Support the Business Taxation Commission to ensure fair taxes for businesses and the high street• Work with West Midlands Growth Company to align economic strategy and investment promotion activity and develop key products such as the West Midlands Investment Prospectus• Increase investment available for businesses by championing the region’s offer for investors, and introducing a co-invest fund• Convene partners to design interventions to increase productivity in the foundational economy• Convene partners to support the growth of the social economy



AIM 1

To promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs



	Objective	Key activity
1.3	We will invest in training and skills programmes that help businesses grow and our citizens secure good jobs	<ul style="list-style-type: none">• Ensure that the Adult Education Budget is used for skills training in areas of local skills and labour shortages, including in digital, construction, health, manufacturing, creative and green industries, and to support major projects such as HS2• Deliver an increased range of higher level skills training to support productivity and earnings growth• Develop additional, sector-specific training and recruitment programmes to help unemployed people access good local jobs• Work with partners to maximise the number of apprenticeship opportunities for young people and adults• Develop additional support to businesses for workforce recruitment and development
1.4	We will work with local authorities to support the role of culture and sport in making the region a good place to live, work, visit and invest	<ul style="list-style-type: none">• Work with partners to realise the benefits of key events such as Coventry City of Culture, 2022 Commonwealth Games in Birmingham (including the Commonwealth Games legacy programme), and the British Art Show in Wolverhampton• Align cultural activity across the region to maximise returns on investment and ensure benefits reach all communities• Provide cultural sector input to WMCA activities through an advisory Cultural Leadership Board• Increase investment in cultural infrastructure and programmes, including the development of a Black Country Cultural Investment Proposal
1.5	We will ensure public and private investment opportunities such as HS2 and the Commonwealth Games, create good work opportunities for local people and more contracts for local businesses	<ul style="list-style-type: none">• Establish further co-ordinated activity between WMCA, Department for Work and Pensions, and local authorities to ensure local people are able to benefit from access to local jobs created through regional investment such as HS2• Deliver Commonwealth Games Jobs and Skills Academy to support local people in gaining jobs, training and volunteering opportunities





AIM 2 To ensure everyone has the opportunity to benefit as the region recovers from COVID-19, improves resilience and tackles long-standing challenges

	Objective	Key activity
2.1	We will work with partners to give our communities access to training and employment support to secure and succeed in new opportunities	<ul style="list-style-type: none">• Develop proposals for further investment in employment and skills in the region over the next 3-5 years, working through the Skills Advisory Board and other partners• Work with colleges, job centres, training providers, trade unions and partners to establish and deliver more flexible provision for those in-work looking to retrain• Establish clear career entry routes and pathways for unemployed adults and those looking to reskill, particularly women and under-represented groups, targeting sectors with growth and / or skills shortages• Ensure there is an active network of locally-led Youth Hubs, delivering co-located employment and skills support for young people, particularly those from disadvantaged groups• Work with local authorities to deliver a strong adult and community learning offer that enables all residents to develop digital and other basic skills• Provide transport support through Workwise to those taking up new employment or apprenticeships to ensure opportunities are accessible• Convene partners through a West Midlands Employment Support Framework to align partner activity and ensure new programmes, such as Restart, complement existing work at a local level
2.2	We will work with partners to identify and address the different barriers faced by our diverse communities	<ul style="list-style-type: none">• Convene partners to take action to address inequalities, including through a Race Equalities Taskforce and Leadership Commission• Convene partners to share best practice and co-ordinate activities to address social challenges, including through a Coalition for Digital Inclusion• Convene partners to understand the barriers faced by communities, including through a Life Chances Commission and Mental Health Commission



AIM 2 To ensure everyone has the opportunity to benefit as the region recovers from COVID-19, improves resilience and tackles long-standing challenges

Objective		Key activity
2.3	We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners	<ul style="list-style-type: none">• Work with local authorities and other partners to support and promote social innovation activity through a toolkit and flexible team• Convene local authorities and other partners to address health inequalities by tackling some of the wider determinants of poor health in the region• Convene partners to design out homelessness, through the Homelessness Taskforce• Deliver Thrive Into Work and Thrive At Work mental health programmes to support our working population through their employers• Develop collaborative projects with the Police and Crime Commissioner to help reduce crime and improve the criminal justice system

AIM 3 To connect our communities by delivering transport, and unlocking housing and regeneration



ObjectiveKey activity

3.1

We will deliver and operate a safe, accessible, affordable, reliable and sustainable transport system together with our partners

- Own and maintain Metro Line One and operate West Midlands Metro services, through Midlands Metro Limited
- Co-manage the West Midlands rail franchise, through West Midlands Rail Executive
- Assess and plan for the region’s future transport needs through the Statutory Local Transport Plan, 2022 Commonwealth Games Transport Plan and travel demand management
- Provide subsidy to a number of services that provide a social benefit including concessions, ring and ride, and tendered bus services
- Manage the Regional Transport Coordination Centre to keep the region moving during major construction programmes including HS2 and other major events and incidents
- Work collaboratively with local authorities to manage, operate and develop the Key Route Network to manage congestion and improve road safety

3.2

We will build and develop transport infrastructure that is sustainable, active, low-congestion and integrated with key projects like HS2

- Deliver infrastructure programmes through sources of funding such as the City Region Sustainable Transport Settlement and Bus Service Improvement Plan
- Invest in Sprint rapid transit buses, new and refurbished metro, rail and bus stations, line maintenance, travel demand management programmes and highways investments
- Support sustainable travel through developing the active travel network of cycle lanes and walking routes with partners and rollout of West Midlands Cycle Hire scheme



AIM 3 To connect our communities by delivering transport, and unlocking housing and regeneration



Objective		Key activity	
3.3	We will invest in and support housing and regeneration schemes, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery	<ul style="list-style-type: none">• Deliver and manage a comprehensive range of land and housing programmes in support of brownfield regeneration and housing delivery across the region through the Single Commissioning Framework (SCF) and 2018 Housing Deal• Leverage SCF Housing and Land Funds to facilitate delivery of affordable housing against our agreed regional definition, implementation of Help to Own and the establishment of an Affordable Housing Delivery Vehicle• Work closely with local authorities, industry, central government and investors on priority projects and sites to bring them forward for investment, development and disposal, and ensure their sustainability• Deliver the WMCA site acquisition and disposals programme• Work with local authorities to progress commercial land projects, e.g. through agreement of commercial land delivery strategy and engagement with government on a new Commercial Land Fund	
	We will support and deliver co-ordinated investment packages with our partners across key corridors and local, town, and city centres	<ul style="list-style-type: none">• Deploy, unlock and deliver Housing and Land Funds to development projects along key investment corridors to secure the workspaces, homes and facilities our communities need• Develop and implement a West Midlands Town Centre Regeneration Delivery Strategy through our industry-led Town Centre Taskforce• Deliver the regional One Public Estate Programme (OPE) including the bids for OPE 9 and working with our Public Land Taskforce to facilitate and support partners with efficient development and disposal of public land and buildings• Establish Net Zero Infrastructure Delivery Panel to ensure local area energy planning is undertaken in relation to key corridor investments	



AIM 4 To reduce carbon emissions to net zero, enhance the environment and boost climate resilience

Objective	Key activity
4.1 We will work with partners to attract investment in and deliver programmes to support net zero development and infrastructure	<ul style="list-style-type: none">• Support local authorities to retrofit homes to reduce carbon emissions and costs associated with heating across the region• Deliver an integrated Net Zero Neighbourhood Demonstrator programme to identify effective place-based approaches to decarbonisation• Deliver Smart Local Energy System projects through the Energy Capital partnership to accelerate sustainable development and co-ordinate progress to net zero targets
4.2 We will be national pioneers in advanced methods of construction, zero carbon housing and brownfield regeneration and delivery, informed by research at the National Brownfield Institute	<ul style="list-style-type: none">• Establish and run an industry-led Zero Carbon Taskforce to help deliver the Zero Carbon Homes Charter and Routemap, identify priority initiatives and explore how the region can be a pioneer in zero carbon homes• Develop a routemap to formal adoption of Future Homes Standard in the region• Develop and agree an Advanced Methods of Construction (AMC) and Future Homes Standard Investment Case to government to help the region become a pioneer in modular zero carbon homes• Implement the AMC Routemap to promote the use of AMC across the region so that future construction uses the very latest advanced manufacturing techniques, ensuring it is efficient and sustainable
4.3 We will convene partners to drive industrial decarbonisation and grow the low carbon and circular economy	<ul style="list-style-type: none">• Lead a Circular Economy Taskforce and publish a Circular Economy Routemap to focus and co-ordinate regional efforts on improving material flows, primarily in construction, manufacturing and food• Promote green investment in the region through the Regional Investment Prospectus, a dedicated Home of the Green Industrial Revolution prospectus, and programmes to leverage commercial finance and co-investment• Establish Commercial Green Energy Taskforce and programme• Deliver Commonwealth Games sustainability legacy and COP 26 engagement• Work with university partners on research and development opportunities such as the National Centre for the Decarbonisation of Heat• Lead Net Zero Business Pledge programme and business support and engagement• Develop industrial decarbonisation solutions for key infrastructure by partnering with industry to unlock new green opportunities for citizens



AIM 4 To reduce carbon emissions to net zero, enhance the environment and boost climate resilience

Objective		Key activity
4.4	We will pioneer and embed transport innovations and drive behaviour change to reduce emissions, improve air quality, and enable the creation of green jobs	<ul style="list-style-type: none">• Deliver wide-ranging net zero behaviour change programme to citizens across the region, including lifestyle, consumer habits and transport initiatives across a number of platforms, including social media• Develop Infrastructure for Zero Emissions Vehicles strategy, business case, and project delivery, including electric vehicle transit stations• Assess and plan for the Future Transport Zone to provide programme delivery and innovation support within Transport for West Midlands and directly to local authority partners, including the embedding of innovation into business-as-usual activity and collaborating with industry partners on the Midlands Future Mobility autonomous vehicles test bed• Lead the largest transport innovation programme nationally to reduce carbon emissions associated with transport provision in the region and improve our service offering for citizens, while promoting integration with national infrastructure projects such as HS2
4.5	We will work with partners to increase investment in nature and our surroundings	<ul style="list-style-type: none">• Support communities and local partners to enhance the natural environment in their areas, e.g. through Community Green Grants• Develop a regional air quality options appraisal to understand potential initiatives to improve air quality and reduce associated health and environmental risks• Support tree-planting initiatives through schemes such as the West Midlands Virtual Forest• Support local authority partners and co-ordinate regional strategy to deliver the Natural Environment Plan including the development of the West Midlands National Park concept and new green and blue infrastructure projects

AIM 5

To demonstrate the strength of our regional partnership and secure new powers and resources from central government



Objective		Key activity
5.1	We will work with partners to understand their priorities, convene around shared opportunities, and deliver together	<ul style="list-style-type: none">• Develop and maintain a deep understanding of the priorities and challenges of our local authority members, through sustained engagement at multiple levels of both organisations• Contribute to pan-regional partnerships, such as the Midlands Engine, where there are opportunities for shared advocacy• Collaborate with West Midlands Police, West Midlands Fire Service and other public services where there are opportunities to deliver shared value in line with our strategy• Work with the private sector to understand their perspectives and build shared projects and investment propositions, both directly and through representative groups such as Chambers of Commerce• Convene community groups and the third sector to understand their experiences, amplify their voices, and support shared progress on regional challenges
5.2	We will work with central government to gain new powers and resources for the region, including double devolution	<ul style="list-style-type: none">• Negotiate the further devolution of powers and flexibilities from central government• Secure the resources needed for sustainable local and regional institutions through government Budgets• Secure investment for local and regional priority projects from government departments• Work with partners to support and deliver new government funding streams, e.g. UK Shared Prosperity Fund





AIM 6 To develop our organisation and our role as a good regional partner

Objective	Key activity
6.1	<p>We will deliver as one organisation with a collaborative and inclusive culture, underpinned by best in class enabling services</p> <ul style="list-style-type: none">• Deliver change management through the Business Transformation programme to ensure a fit for purpose organisational structure which is developed and owned by all of our staff• Define and deliver our enabling services to ensure they add value to the whole organisation and support our strategic outcomes• Establish and embed a communities of practice approach to connect and empower colleagues and increase capability in areas such as HR, Finance, Communications, Procurement, Legal and Citizen Engagement• Align individual performance management objectives with our strategy to ensure all activity contributes towards achieving our aims and objectives, and staff recognise which of these they are helping to deliver
6.2	<p>We will drive cultural change to embed new hybrid and agile ways of working</p> <ul style="list-style-type: none">• Effect cultural change, improve resilience and empower staff to innovate by moving towards outcome-based ways of working to improve our value proposition to staff and become an employer of choice• Support the transition to, and evolution of, hybrid working and agile practices to increase organisational and employee flexibility• Develop and launch new Facilities Management, Business Support and Organisational Development core offers to enable new hybrid working model
6.3	<p>We will ensure our workforce have the skills and competencies to deliver our strategy</p> <ul style="list-style-type: none">• Develop clear and inclusive strategy for improving organisational competencies to address skills gaps between workforce profile and strategic objectives through coaching, mentoring, recruitment, training and leadership development in order to deliver our strategy• Ensure performance management insights are embedded within workforce planning activity to enable evidence-based decisions and increased productivity
6.4	<p>We will empower our organisation through digital-first and data enabled ways of working across all our activity</p> <ul style="list-style-type: none">• Establish digital-by-design and digital-first culture which is led by senior officers to embed the most efficient and appropriate digital solutions into everything we do• Develop modern digital architecture, leveraging evolving and next generation technologies alongside appropriate information security management systems, a modern data platform, and business intelligence to digitally enable our work and workforce across the organisation• Deliver Integrated Back Office project to provide centralised workforce data and enhanced analytics capability alongside staff self-service functionality



AIM 6 To develop our organisation and our role as a good regional partner

Objective	Key activity
6.5 We will provide leading support for a diverse workforce and demonstrate excellent equality and diversity practice	<ul style="list-style-type: none">• Deliver programmes to ensure we attract a wider pool of candidates reflecting regional diversity, e.g. positive action initiatives and structured work experience placements• Offer development opportunities to employees from protected characteristic groups currently under-represented in the workforce to facilitate equality of outcomes, e.g. leadership apprenticeships• Build staff equality competencies to ensure they are confident to actively engage in the equality and inclusion agenda, including inclusive leadership initiatives• Support positive physical and mental health and wellbeing and ensure wellbeing is championed across the organisation• Improve workforce data, including transparency, to help us make informed decisions on future initiatives and more consistently monitor and evaluate the impact of these initiatives
6.6 We will involve citizens with our work to put their views at the heart of our planning, decision-making and delivery	<ul style="list-style-type: none">• Deliver a varied portfolio of citizen engagement activity, such as the Young Combined Authority and Skills Street Team, to inform citizens and future planning, to ensure all our decisions are shaped by citizens, that our policy is fit for purpose, and to explore co-production approaches• Ensure that, wherever we directly provide services, we meet our customers' needs and use their feedback to improve what we do• Deliver a consistent communications strategy to communicate initiatives to members of the public to improve understanding of our role
6.7 We will deliver through clear and effective governance and performance management that supports good, timely, and transparent decision-making and the best use of public funds	<ul style="list-style-type: none">• Apply the governance framework to ensure the WMCA is at all times compliant with legislation relating to the governance of combined authorities and use performance data to support a proactive approach to reviewing governance and improving delivery of our activities• Develop a consistent, fit-for-purpose internal corporate governance framework to allow us to operate efficiently, streamline our processes, manage our estates sustainably and effectively, improve transparency of decision-making, and deliver change• Establish and embed a data-enabled performance management culture through a new Business Planning Performance Reporting System, Performance Management Framework and training to provide structure and ensure colleagues throughout the organisation have clarity on their role in performance management• Monitor and report on performance regularly to leadership, leveraging dashboards and data insights to measure the impact of WMCA investment, allow for data-driven decisions to focus our activity and resources, and provide transparency across the organisation and to our partners



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