

Annual Business Plan 2023 – 2024

Our vision is that by 2030 we will make the West Midlands one of the fairest, greenest and best connected places to live, work and play.



West Midlands
Combined Authority

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Foreword from Laura Shoaf

Chief Executive, West Midlands Combined Authority (WMCA)

2023 has already seen a tremendous change for the organisation. The new Trailblazer deeper devolution deal has secured an exciting future for the region, by bringing more powers, influence and funding out of Westminster to the West Midlands.

The new and hard earned devolution deal puts the WMCA in an incredibly important strategic position. Through our delivery of housing and regeneration, the skills agenda, business support, transport, net zero ambitions and much more, we have to demonstrate our impact and show the government's trust in us was well placed.

The fact we are entering this new phase in the region's journey is testament to the success of the WMCA to date.

In the coming months, we will become an even more ambitious and agile catalyst for our constituent members, partners and the residents of the West Midlands.

This won't be without its challenges. Implementation of the deal will demand innovative solutions from process to delivery. And we will be doing this work with the backdrop of the region facing a challenging economic environment with long standing productivity, and labour market challenges.

But, I know, working together we will thrive and blaze a trail for other regions around the country seeking the privileged position we are in.

This document sets out what we are looking to deliver and details the key priorities each Directorate will be working on in the coming 12 months. And we have an ambitious agenda; from our investment in housing and net zero goals, to upskilling our workforce and delivering pioneering transport programmes.

Implementing the six themes of #BetterConnected will push us to work differently and be more creative. We have made a start on these already, but we know we must do more. By the start of the year we will have a People & Culture strategy that recognises your role in this organisation and how we can best nurture and manage your talent.

Each and every one of us through our individual performance goals will be responsible for making that happen.

We achieved some fantastic things in 2022/2023 some of which are highlighted in this document – thank you. I look forward to seeing what we can achieve together in 2023/2024.



Laura Shoaf
Chief Executive, WMCA

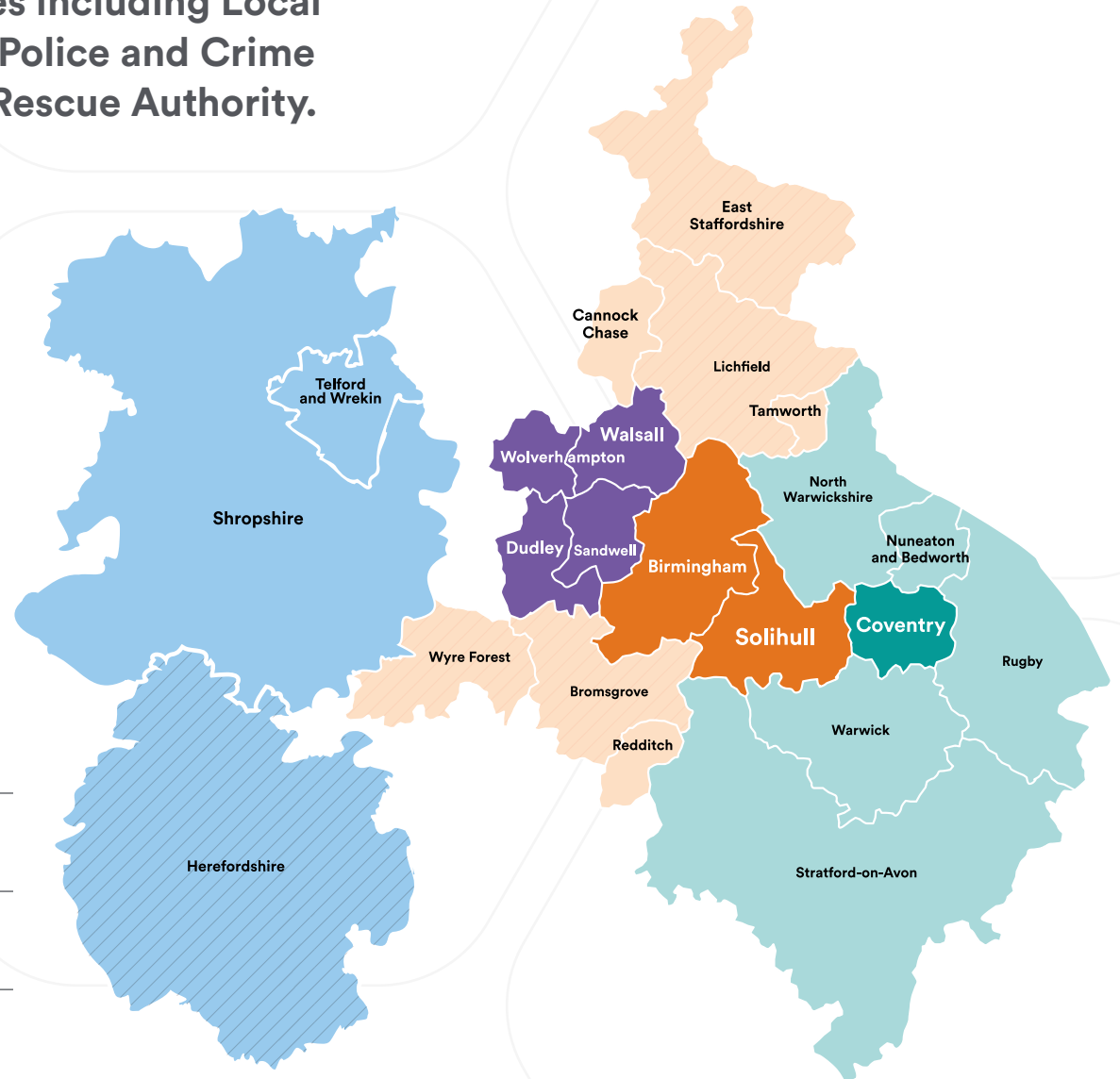
Who We Are






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.



	Greater Birmingham and Solihull LEP	Black Country LEP	Coventry and Warwickshire LEP	The Marches LEP
Constituent Authority				
Non-Constituent Authority				
Observers				

WMCA Statutory Functions

The WMCA exists to create a more prosperous and better connected West Midlands which is fairer, greener and healthier.

We add value for the region by working only where we're uniquely best placed:

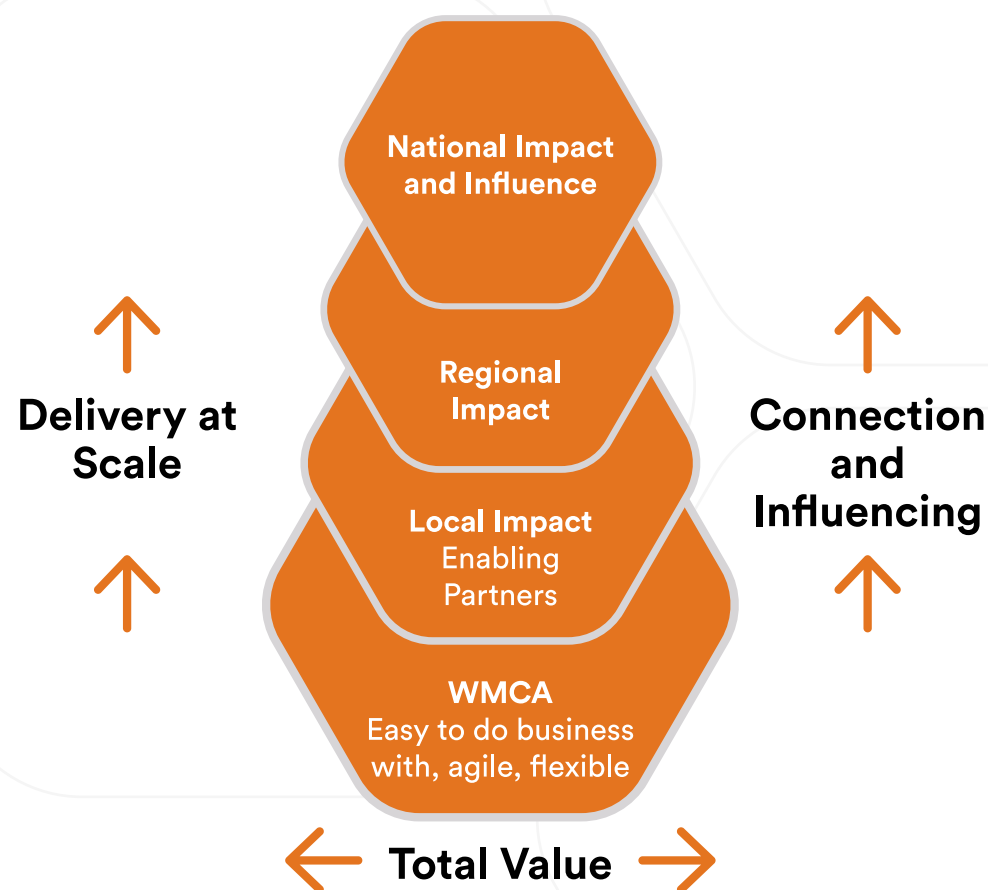
- Connecting Others
- Action with Regional Scale Impact

WMCA statutory functions:

- provision of regional adult education
- delivery of free English national concession transport for older and disabled citizens on bus
- production of a regional economic strategy and local transport plan

Our Vision

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



Strategic Context

As we enter a new financial year, the economic context remains very challenging. Adjusting to Brexit has had a big impact on trade and investment

The disruption caused by the pandemic has had a big effect on the labour market and employment patterns; and the war in Ukraine has hit businesses and consumers hard as inflation has soared. The West Midlands is particularly challenged as the shape of the regional economy leaves it particularly exposed to these trends.

On the positive side, there is growing recognition that if we are to address these challenges, the WMCA needs a bigger role. Last year's Levelling Up White Paper set out plans to unlock fairer growth across the nation and we have gone on to negotiate a ground-breaking deeper devolution deal giving us more levers to address our economic challenges.

Strategically, the Plan for Growth, Investment Prospectus, Net Zero Five Year Plan and our new Local Transport Plan demonstrate we are primed and ready to drive change. It won't be easy, but working alongside our constituent authorities and other regional partners, the journey to a fairer, greener, better connected West Midlands is taking shape.



Deeper Devolution Deal

A landmark deal for the West Midlands

For the West Midlands this landmark deal, announced during the Spring budget and estimated to be worth in the region of £1.5bn, will reboot the economy, provide vital housing, jobs and skills, bolster our existing strengths in transport and Smart City Region innovation.

It will drive our net zero ambitions – generating economic growth and levelling up outcomes for all our residents and communities.

Some highlights are summarised below and more information can be found at [Devolution Deal for the West Midlands \(wmca.org.uk\)](https://www.wmca.org.uk).

For us at the WMCA this deal gives us more certainty about our funding in years to come so that we can work more strategically to boost jobs, business, housing, transport and the environment. A deal of this scale will provide plenty of new opportunities for us and will bring further attention to the great work we're already doing at the Combined Authority.

The Deeper Devolution Deal was announced as this Business Plan was going to print so it could mean that a lot of the information provided on priorities and our High Level Deliverables shifts during the year. We will take time to consider the detail and we will be developing mobilisation plans as that detail unfolds. We will need to be innovative, flexible and better connected throughout the organisation as we continue to deliver with our partners for the West Midlands.



A single funding settlement, where we will be treated as if we were a government department, enabling the region to prioritise, target and decide how funding is spent in key areas.



Up to six levelling up zones – where priority areas will be chosen by WMCA and our partners to receive support to accelerate growth, development and regeneration.



Empowering the region's transport transformation through devolution of bus service operator grants and a new partnership with Great British Railways.



A landmark housing deal worth up to £500 million.



Recognition of, and resources to support, the region's environmental, energy and net zero ambitions and a commitment to devolve retrofit funding from 2025.



Greater responsibility and oversight of post-16 and 19 education and skills, and the establishment of a unique partnership with DWP to target employment support.



Fiscal devolution, including committed 10-year retention of business rates – worth an estimated £45m a year to the WMCA and its partner authorities.



A stronger role in supporting business productivity, trade and investment and innovation, through influence of some of the key national levers of funding and policy development.

Our Achievements 2022 to 2023

We achieved many things in 2022 and 2023

The success of the Commonwealth Games has changed people's perception of Birmingham. There were three times as many investment enquiries than the same time last year. This has led to more money being allocated to the region for improving our communities.

How do we continue to work together to achieve more in 2023?



West Midlands Combined Authority

2023 to 2024 priorities

- We are committed to our vision for the region to become a better connected, more prosperous, fairer, greener and healthier region
- To be an ambitious, forward thinking and determined organisation.
- One organisation – and one team – valuing equality, accessibility and diversity.
- We use public money wisely and effectively, delivering real value for people and understanding what our impact is.
- Our leaders support, promote and grow talent across the organisation and lead from the front.
- We work with our local authority and external partners to keep the region moving.
- We want to be become connected across the region and with each other.
- Through the City Region Sustainable Transport Settlement (CRSTS) funding we will deliver long term, sustainable transport investment with an established programme of projects.
- We will keep the West Midlands moving through a shared understanding of the transport challenges we face – empowering our communities to contribute to solutions.
- Implementing the hard-earned new powers and funding secured in the trailblazer deeper devolution deal.



Chief Executive Office

The Chief Executive office, in addition to Laura who runs the WMCA, hosts other departments such as Law & Governance and Communications.



Helen Edwards
Director of Law and Governance



Julia Cleary
Head of Corporate Support and Governance



Jayne Middleton
Interim Legal Services Manager



Alex Walker
Director of Communications



Laura Shoaf
Chief Executive

Achievements 2022 – 2023

Legal & Governance

Our team have provided key, expert advice across a number of challenging areas including:

- Contributing to the successful delivery of the Commonwealth Games and high profile transport projects such as the Coventry and Perry Barr stations and Metro extension.
- Advising on the introduction of a dynamic purchasing system to procure providers for multiple projects in the Economic Delivery, Skills & Communities Directorate.
- Launching the Modern.gov system to allow better management of governance across the WMCA

Communications

The last 12 months has been an intensive period for our team and they have delivered consistently high quality communication and reputation management for all parts of the organisation. Highlights include:

- Playing a critical role in enabling over 1m spectators move around the region during the Commonwealth Games and delivering a £1.5m campaign to minimise disruption for residents.

- Launching the Plan for Growth event in July which was well attended and secured media coverage and the Pineapple Road station consultation that had over 5000 responses.
- Reaching over 1.5 million residents across WMCA social media channels and and 7.5m people across the TfWM social media channel during the course of the year.



2023 – 2024 Priorities

- Introduce a case management system for legal services, to increase the efficiency of the team and the ability to plan resources more efficiently.
- Review of the Constitution to ensure it meets best practice and enhances good governance.
- Review of all companies in which WMCA has an interest to ensure robust governance oversight.
- Finalise the communications' restructure which will deliver the WMCA a modern, integrated function that can focus on the priorities of the organisation efficiently and effectively.
- Agree WMCA's first Communications Strategy to compliment the annual business plan and ensure the story of the organisation and Mayor is told in a proactive and purposeful way.
- Promote the Trailblazer deeper devolution deal and explain what it means for all our audiences, from residents to businesses, from staff to potential new recruits.



Economic Delivery, Skills and Communities

The Economic Delivery, Skills and Communities Directorate was formed in 2022 to bring together the Combined Authority's work on the economy, business support, skills, health and communities.

This is an exciting development that has enabled us to think more holistically about the challenges and opportunities facing the region, and to work with our regional partners to make more of a difference in achieving our ambitions.



Clare Hatton

Director of Employment & Skills



Paul Edwards

Head of Economic Development & Delivery



David Gaughan

Head of Employer Services



Dr Fiona Aldridge

Head of Insight & Intelligence



Mubasshir Ajaz

Head of Health & Communities



Jonathan Skinner

Head of Economic Policy & Partnership



Tony O'Callaghan

Head of Skills Development



Dr Julie Nugent

Executive Director of Economic Delivery, Skills & Communities

Achievements 2022–2023

- We launched our Plan for Growth, our ambitious strategy for boosting growth, spreading opportunity and jobs, to help level-up the region.
- We exceeded our target of securing £40m of apprenticeship levy transfer funds ahead of schedule. We have used these funds to support more than 3,000 apprentices to begin a new career and 1,000 SMEs to develop talent within their business.
- Through our skills bootcamps we supported more than 2,000 adults who were unemployed or looking to upskill to get a better paid job. We also secured additional funding for 4,000 more bootcamp places by 2024.



2023 – 2024 Priorities

- Deliver Plan for Growth, spreading opportunity and jobs across the region, in 8 key clusters which show strong potential to deliver growth.
- Support more of the region's businesses to be resilient and grow faster, including through our business support offer and innovation accelerator.
- Meet the skills needs of businesses and ensure that everyone can benefit from economic growth, by training and supporting more of our residents to enter the labour market and access good jobs.



Housing, Property & Regeneration

We continue to lead the way across regeneration, housing and property in the West Midlands.

From investing in brownfield regeneration and acquiring strategic sites to delivering pioneering regional policy initiatives and hybrid working models for WMCA HQ.

HPR are an ambitious and delivery focused directorate who engage with partners across the public and private sector to unlock opportunities and remove barriers to create fairer, greener and healthier communities and a more prosperous and better-connected region.

HPR remain one of the national leaders investing in schemes that build high quality developments and prioritise the delivery of affordable, safe and future proof homes, communities and commercial space.

Through strong relationships with HM Government, local authorities, developers, investors and other partners, HPR have the track record and are a trusted partner to deliver wider placemaking initiatives and inclusive economic growth in the West Midlands.

HPR are motivated by the positive changes being made through devolution for the West Midlands and continue to grow and succeed, putting communities at the heart of what we do.



Rob Lamond
Head of Strategy & Analysis



Nigel Ford
Head of Property & Strategic Assets



Dr Colin Clinton
Head of Business Development & Partnerships



Jo Trilloe
Head of Facilities Management and Building/Estate Service Management



Particia Wiloughby
Head of Policy & Planning



Gareth Bradford
Executive Director of Housing, Property & Regeneration

Achievements 2022 – 2023

- Launched a landmark strategic partnership with Legal & General, committing £4bn over the next 7 years and delivered an extensive engagement programme with new and existing investor, developer and public sector partners, following the launch of the West Midlands Investment Prospectus in March 2022.
- Negotiated a trailblazing devolution deal with HM Government, seeking ambitious changes to WMCA's devolved powers and resources, strengthening the region and creating opportunities for future success, driving local and regional priorities in the West Midlands.
- Launched the Public Land Charter, bringing together public sector organisations across the region to help unlock sites for inclusive economic growth.
- Launched a new partnership with the Cabinet Office, prioritising joint working and placemaking amongst public authorities and committing £500,000 to the region.
- Led on the delivery of WMCA's cross-cutting Ways of Working programme, providing a flexible and hybrid working model that puts staff at the heart of WMCA HQ.
- Continued to build a comprehensive pipeline of land and investment projects, working with the region's local authorities to identify priority areas for WMCA intervention and devolved funds for the homes, communities and jobs of the future.



2023–2024 Priorities

- Invest in and support housing and regeneration schemes, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery.
- Support and deliver coordinated investment packages with our partners across key corridors and local, town, and city centres.
- Be national pioneers in advanced manufacturing in construction, zero carbon housing, and brownfield regeneration and delivery, informed by research at the National Brownfield Institute.



Strategy, Integration & Net Zero

The Strategy, Integration & Net Zero Directorate was newly formed in 2022.

It brings fresh impetus to strategy development and co-ordination across the combined authority and closer collaboration with regional partners.

Over the past year these efforts have focused on delivering a 'trailblazing' deeper devolution deal – one of only two such pioneering deals in England.

The coming year will be dominated by the implementation of the deeper devolution deal. With implications across the combined authority, the SINZ directorate will continue to support and co-ordinate policy development, research and partner engagement necessary to make the whole greater than the sum of its parts.



Claire Dhmi
Head of System Change & Inclusion



Jackie Homan
Head of Environment



Si Chun Lam
Head of Research, Intelligence & Inclusive Growth



Cheryl Hiles
Director of Energy Capital



Melissa Brown
Head of Policy & Public Affairs



Ex Cox
Executive Director of Strategy,
Integration & Net Zero

Achievements 2022–2023

- We have brought in a new, cross-cutting approach to research and intelligence across the combined authority.
- The Young Combined Authority, Faith Strategic Partnership Group, and Homelessness Taskforce have continued to challenge us to develop more systemic approaches to inclusion and equality in the region. Our new Race Equalities Taskforce has delivered its initial strategy and action plan.
- The combined authority's work on energy and the environment has grown rapidly, drawing in new resources and capacity as we scale-up efforts for the region to be carbon zero by 2041.
- Our retrofitSMARThub is now delivering several retrofit projects, including a pipeline of Net Zero Neighbourhoods.
- We launched an Industrial Energy Taskforce to support energy-intensive businesses through the energy crisis.
- Our environment team continues to drive programs on tree planting, climate adaptation, the circular economy, and carbon literacy.
- The WMCA was awarded an A-grade by the Carbon Disclosure Project, putting it in the top 12% of global city-regions.



2023–2024 Priorities

- We will work to introduce a streamlined single accountability framework, building on our inclusive growth framework. We will work with regional partners to build a vision.
- With new sources of funding for work on culture and heritage, digital, and the social economy, we expect to work with local and regional partners to raise the profile and delivery potential in each of these vital sectors.
- The Homelessness Taskforce is embarking on a new program with WMCA leadership team to take a more systemic approach to designing out homelessness. We will be implementing the thematic priorities identified by the Race Equalities Taskforce.
- As the energy crisis continues, our housing retrofit programs will continue to scale-up, and the first of our Net Zero Neighbourhoods in Dudley will take shape. The Industrial Energy Taskforce will deliver its final report, and new programs for industrial decarbonization will be launched.
- With new funding from the Woodland Trust, we will launch a West Midlands Forest Partnership to galvanize tree-planting in the region. We will scale-up our Community Environmental Grants program.
- We will publish the region's first Regional Air Quality Framework and take forward action plans on the circular economy and climate adaptation. All of this will be supported by a new Greener Together Citizens' Panel.



Transport for West Midlands

Our goal is to create a world-class transport system that works for the people of the West Midlands.

Our projects across bus, rail, tram and active travel will help to improve transport in our region. Our new Local Transport Plan sets out the changes we are making to improve the way we plan and manage transport in the region so that we have a network that allows everyone to benefit from safe, reliable and affordable public transport.



Mark Corbin
Director of Network Resilience



Sandeep Shingadia
Director of Strategic Partnerships & Delivery



Tom Painter
Interim Director of Rail



Graham Jones
Director of Delivery



Pete Bond
Director of Integrated Transport Services



Michael Anderson
West Midlands Metro Projects Director



Sophie Allison
Interim Managing Director (Midland Metro Ltd)



Jason Danbury
Strategic Head of Digital & Data



Mike Waters
Director of Policy, Strategy & Innovation



Anne Shaw
Executive Director of
Transport for West Midlands

Achievements 2022 – 2023

- Through our Regional Transport Coordination Centre, we delivered an award-winning, world-class transport program for the Birmingham 2022 Commonwealth Games. This included opening the refurbished Perry Barr Rail Station, Phase 1 opening of University Station with widened platforms, and the completion of Phase 1 of Sprint.
- During the games, we transported over 1.5 million spectators and 40,000 workforce, all while keeping the residents of the West Midlands at the heart of what we do. We ensured we minimized disruption to their daily lives through an enhanced Travel Demand Management and Traffic Management program.
- We secured £88 million for bus improvements and £1.3 billion to transform road, bus, rail, tram, cycling, and walking infrastructure across the region through the City Region Sustainable Transport Settlement.
- Swift continued to grow in popularity across the region with a record high 90% customer satisfaction and the leading best value cap outside of London. Swift vending machines are now at all key bus stations and Birmingham Airport, with more rolling out across the network during 2023.
- The Policy and Strategy Team led a refresh of the Local Transport Plan, with a new Core Strategy being approved in early 2023 and a set of 6 Big Moves being developed throughout 2023/24.
- We have created our Internal Digital and Data Strategy that sets out to enhance our digital maturity and improve the digital and data provision. This will support and enable all areas of WMCA.



2023–2024 Priorities

- Transport for West Midlands (TfWM) will provide journeys for everyone. At TfWM, we believe a region thrives on having inclusive and sustainable transport options. Options that people both want to use and can use. Transport that positively shapes the region, improves the local environment and health of our resident population.
- Following the commissioning of a Skills Insight Report, in 2023/24 the Transport Skills Academy will support the skills and training priorities for developing the Future Technical Leaders workforce over the next ten years.
- We will deliver our Mobility-as-a-Service (MaaS) programme during 2023, a cross collaboration project with local service providers. At the same time the team is working to deliver another multi-local authority project, seeking to digitise all traffic orders.
- TfWM will continue work on the other two extensions throughout the year with construction ramping up along the old South Staffordshire railway corridor to link the existing Metro route at Wednesbury through to Dudley, as Phase 1 of the Wednesbury to Brierley Hill extension.
- We will expand the role of the Regional Transport Coordination Centre to support improvements to bus performance, work with partners to manage and maintain the operation of services across the region, and work with government to attract further funding and devolution to the region to support and protect essential public transport services.
- We will continue to modernise our digital and data infrastructure and core systems with a focus on Integrated Back Office, Customer Relationship Management (CRM), Organisational Work Hub and Data Platforms.
- We will build a Digital and Data community across all areas of the business, developing and supporting devolved local specialists, as well as enhancing our core Digital and Data services.



Finance and Business Hub

We want to help to deliver the future ambition of WMCA by growing a cohesive team of forward thinking, insightful, innovative, respected & high performing professionals who act as value adding enablers, underpinned by modern integrated systems that provide a single version of the truth, to enable delivery of outstanding services to our customers within a sound internal control framework.



Laurence Adams
Head of Human Resources



Ian Martin
Director for Investment and Commercial Activities



Fiona Bebbington
Head of Business Improvement



Carl Pearson
Head of Major Funding



Louise Cowen
Head of Financial Management



Kate Taylor
Head of Finance Business Partnering



Linda Horne
Executive Director of Finance

Achievements 2022 – 2023

- Invested heavily in our people through expanding our teams – HR & Procurement in particular – and growing our expertise in Risk, Insurance, Assurance, and Investments.
- Adopting the Business Partnering approach giving greater support to each Directorate to support delivery of strategic Aims & Objectives.
- Delivering new technology and systems – such as our best in class recruitment platform and Business World, giving us a single point of truth and enabling people to make more informed data-driven, evidence-based decisions.



2023 – 2024 Priorities

- Driving improvement in major project management capability through an increase in business case quality and compliance through our Single Assurance Framework.
- Continue to develop a Performance Management culture that encourages visibility of performance and supports evidence-based decision making allowing everyone to see the link between their Individual Performance Management goals and meeting our corporate aims and objectives.
- A real focus on our People – developing a People & Culture Strategy that sets out how we will encourage and grow talent.
- To deliver a balanced budget against a backdrop of national level fiscal uncertainty.



Enabling Services

2023 – 2024 Priorities

Enabling Services teams are at the heart of the organisation – collaborating and supporting Directorates to deliver.

Our Enabling Services don't all sit within one Directorate as the diagram shows, but together, are a team of specialists offering professional support from the following teams across the whole of the WMCA:

- Legal & Governance
- Communications
- Digital & Data
- HR
- Business Improvement
- Procurement
- Finance
- Assurance & Appraisal
- Commercial & Investment
- Equalities & Inclusion
- Facilities & Asset Management



#BetterConnected

People are our best resource and vital to our success.

We all achieve more when we work in a more integrated way.

That's why we launched #BetterConnected in the summer of 2022. It's an exciting time for the WMCA and we are engaging with staff on how best to be a more integrated organisation and find the solutions to help co-create the next steps on our journey.

After a number of SLT drop-ins, 6 themes were identified:

- People – Connecting our people, sharing our experiences, understanding our values, and cross-cutting ways of working.
- Places – Connecting our people to places, combining our services for greater impact and sustainability.
- Partners – Connecting with partners to combine expertise in delivering relevant and excellent services.
- Processes – Connecting fair and transparent processes enabling work to flow across the organization, bringing clarity to decision making.

- Information – Connecting our people, places, and services in gathering and sharing knowledge.
- Hybrid – Connecting our ways of working to meet people and organizational needs to achieve our best.

Our #BetterConnected journey has already started. [View our latest updates and webinars](#) on the intranet.

This is Our People

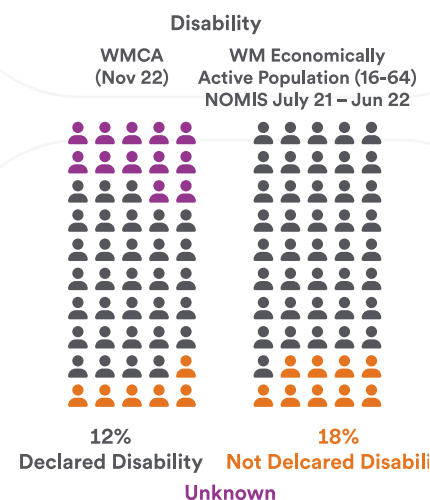
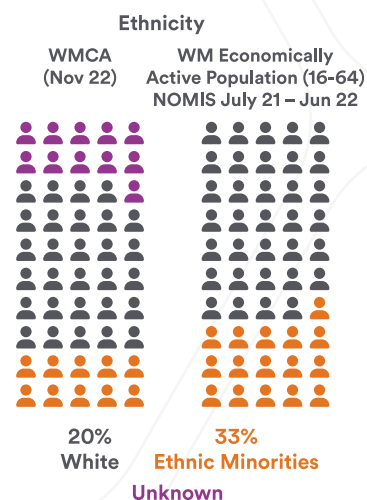
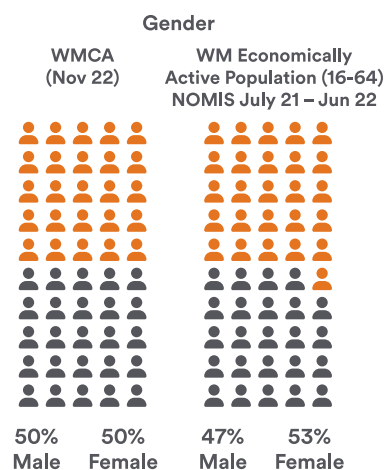
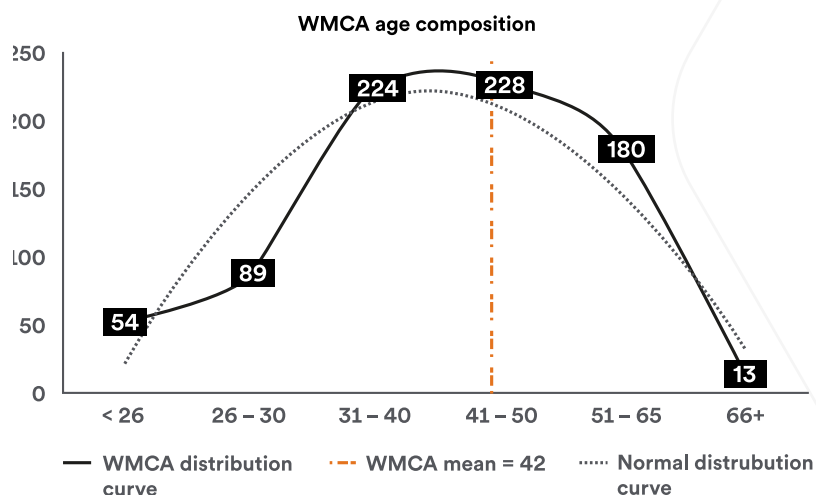
Equality, Diversity & Inclusion are hugely important to us and we want our people to represent the communities in which we work. Our People & Culture strategy being delivered in 2023 will build upon that.

The graphics below show how far we have come in a number of the key protected characteristics.

We have a slightly younger workforce on average compared to local government figures (42 compared with 45) and have an even gender split compared to WM economically active population figures.

Our ethnicity and disability numbers are slightly lower than the regional comparisons and we want to improve upon that. Our EDI team sit within the SINZ Directorate and staff networks will be leading on this in 2023.

[Read more about Equality, Diversity and Inclusion on the intranet.](#)



This diagram shows the links between Better Connected and the first People & Culture Strategy, being launched in April 2023.

The strategy will set out what great looks like for you, our biggest and most valuable resource in WMCA. The strategy is built on three main principles, see diagram, guiding the journey from attraction and recruitment and setting out how the WMCA will operate.

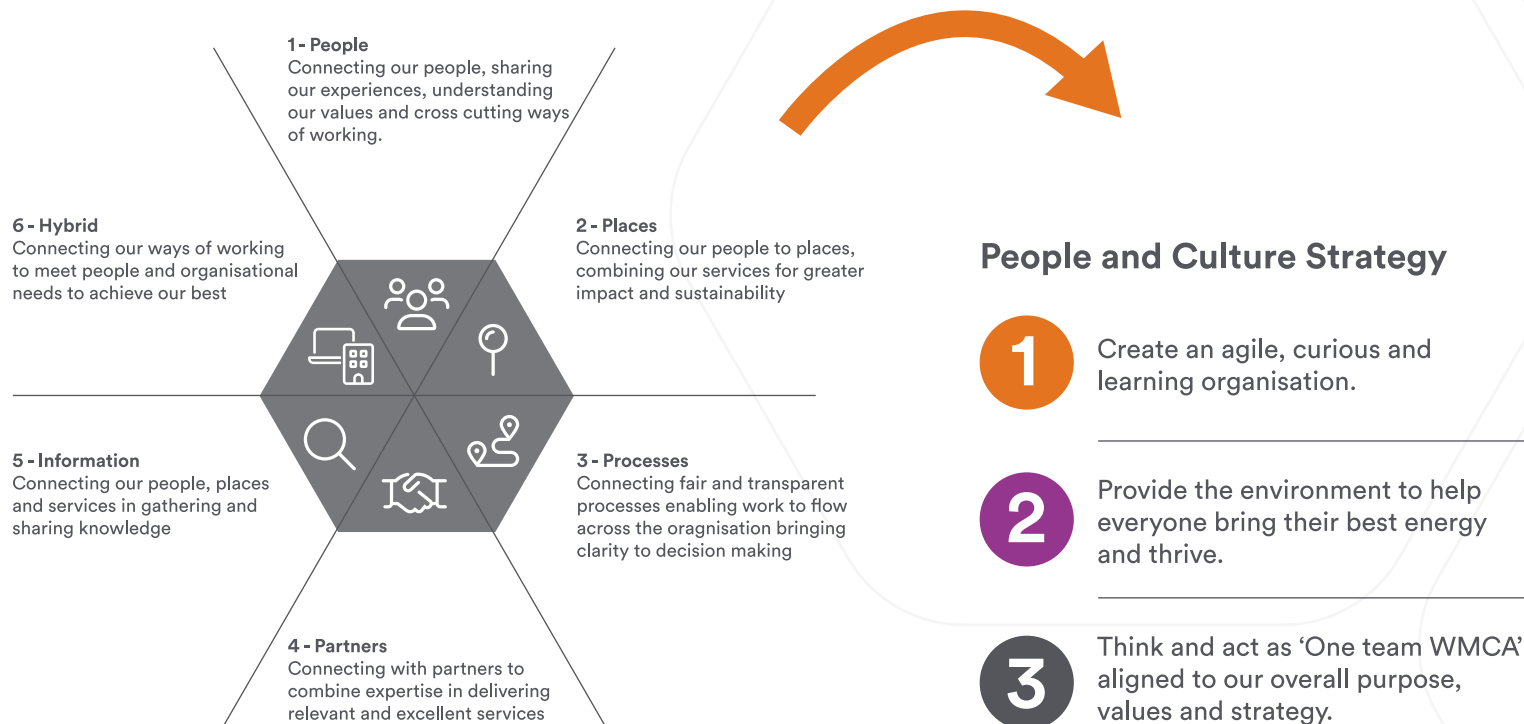
This is a really bold vision that will support the transformation of the WMCA.

Create an agile, curious and learning organisation – be a learning organisation and encourage our people to learn, be curious and open to new ideas.

Provide the environment to help everyone bring their best energy and thrive – ensure colleagues feel connected to our purpose and operate in an environment where they can deliver high performance.

Think and act as ‘One team WMCA’ aligned to our overall purpose, values and strategy – develop a community of collaborators focussed on delivery of our purpose. Enable everyone to participate and contribute, together we are responsible for creating our culture.

The Journey of #BetterConnected



Our Organisational Development & Engagement team have worked with stakeholders to review our approach to learning and development. We're committed to developing a highly skilled workforce that champions the needs of the region's businesses and residents.

We want to make sure all our staff have access to the learning, development and training opportunities that give them the right knowledge and skills to carry out their roles and respond to changing needs. Our approach is set out here.

To support the Golden Thread in linking our people to the 6 Corporate WMCA Aims & Objectives we have an Individual Performance Management (IPM) system that allows staff and managers to see a direct link with their own personal objectives and those of the organisation.

90% of our workforce had personal objectives that are linked to our WMCA Aims & Objectives in 2022/23

[Read more about our Learning & development offer and download the L&D Brochure on the intranet.](#)



A blended approach to learning: face to face and online sessions



A bitesize "Management Fundamentals" development programme



Mandatory training modules to ensure staff understand their responsibilities in keeping themselves and the organisation safe



A culture of coaching and mentoring



Support for professional competence and qualification where it relates to the role



Implementation of an e-learning platform, hosting materials to support learning (Learning Pool)



A move away from traditional training courses to bitesize learning events, that better fit with busy work days

2023 WMCA Xtras Awards

A celebration of our staff and their contribution to the values and culture of our organisation. Five categories represented our values, they were: Driven, Innovative, Collaborative, Inclusive and Mental Health and Wellbeing, with a special sixth category going to the Graduate of the Year.

Driven

For a team who sets high standards and always wants to exceed them, takes ownership for their performance and outcomes and learning and has improved how we work at the WMCA

Winner: Programme Assurance & Appraisal Team



For their work to drive compliance with the Single Assurance Framework whilst providing a second line of defence assurance and appraisal function, giving senior leaders and WMCA Board confidence that resources for which we are accountable, are being managed effectively, and provide value for money.

Innovation

For a team who has delivered real impact to a region in the West Midlands through innovation.

Winner: The Environment Team



For putting Net Zero on the map at the WMCA, across the region, across the country and now the world through.

Inclusive

For a team who create a positive working environment, encourages, and supports each other and who has ensured that inclusivity is at the heart of what they do.

Winner: Transport Skills Academy Team



For ensuring all their work is inclusive by equipping people with what they need to succeed whether that's a word of encouragement, a reasonable adjustment in training and development or a listening ear.

Collaboration

For a team that helps to connect people either internally or externally, who bring people together for a common purpose.

Winner: Bus Network Review Project Team



For their hard work on the Bus Network Review which included:

- Saving as many bus contracts and services as possible
- Working under huge pressures to turn work around within extremely short time frames (including late nights and across weekends) whilst being under a political, media and public spotlight to try and minimise the impact on the network for the people of our region
- Coming together across teams to assess each route physically

Graduate of the Year

For an apprentice or graduate who you feel should be recognised for their contribution this year.

Winner: Matthew Griffin



Matthew won for his huge impact on everyone for his work on WMCA's popular and successful Carbon Literacy programme.

Mental Health and Wellbeing

For a team who has enhanced the performance and wellbeing of their team and/or others.

Winner: Mental Health Commission Project Team



For their work on developing the West Midlands Mental Health Commission which included identifying the changes needed to improve mental health services and wellbeing in the region, bringing together major NHS Mental health stakeholders and WMCA Directorates to gather the evidence and realise change.

Financial Position

2023–2024 Revenue Budget Analysis

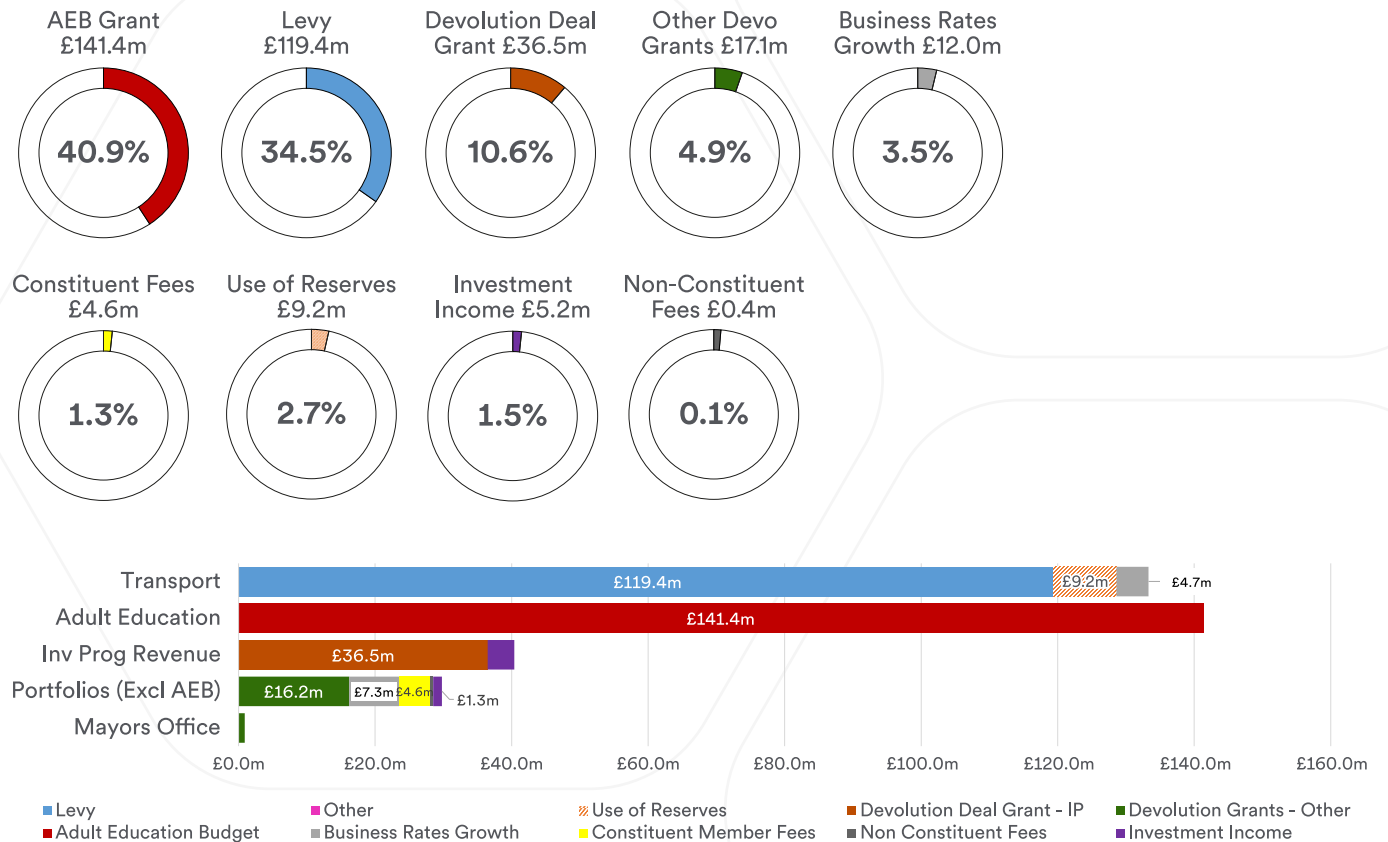
The table below shows how the £346m revenue income is sourced and where it gets allocated for expenditure.

The 2023/24 Transport expenditure is to be funded by £119.4m of Transport Levy, which WMCA receive from its constituent members, £4.7m of Business Rates and £9.2m of WMCA's existing Reserves. The Transport Levy has been increased by 2% (£2.3m) from 2022/23.

The 2023/24 Portfolio expenditure includes WMCA's devolved funding of £141.4m in order to deliver Adult Education throughout the region, as part of our Employment and Skills portfolio. The remaining expenditure in the area includes WMCA's Economy & Innovation, Culture & Digital, Health & Wellbeing, Levelling Up, Environment & Energy and Inclusive Communities portfolios, as well as revenue costs of delivering our Housing & Regeneration Capital Programme.

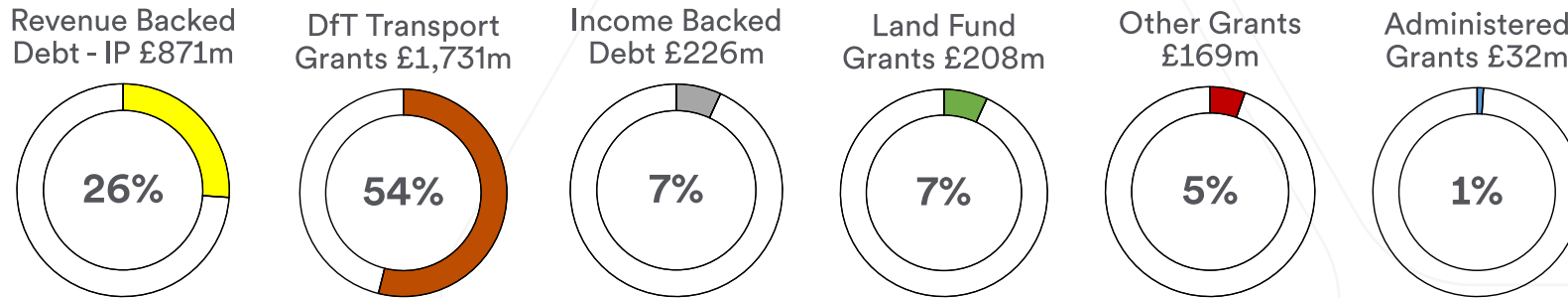
The Investment Programme and Mayor's Office Budgets are in line with prior years and include the receipt of Devolution Deal grants. A gainshare grant of £36.5m will be used to deliver the Capital projects within the Investment Programme, whilst a £0.9m Mayoral Capacity Funding grant supports the operation of the Mayoral Office.

WMCA have committed to working with Constituent Authorities throughout 2023 to develop a longer-term, sustainable budget and plan, subject to the outcome of negotiations with Government on the Trailblazer Devolution Deal.

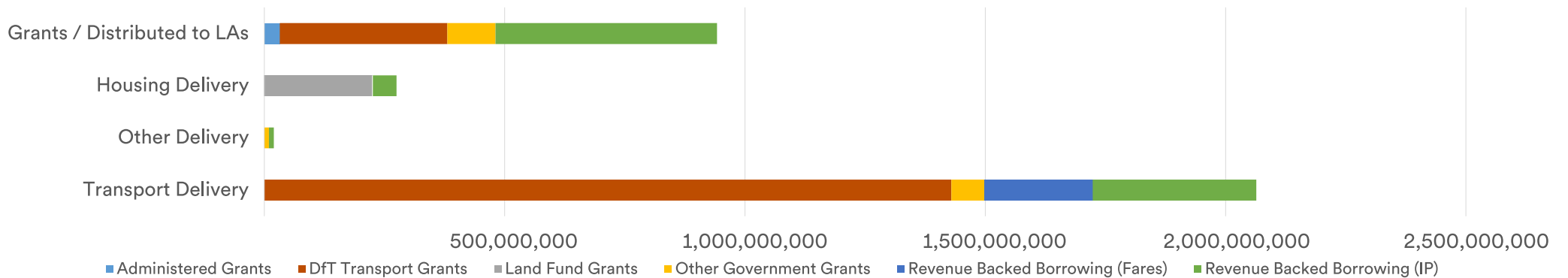


2023–2024 Capital Programme Analysis

The West Midlands Combined Authority Capital Programme is summarised in these tables highlighting the current planned capital investment between 2022/23 and 2026/27. This position represents the latest 2022/23 reforecast; the final 2023/24 Capital Budget will be presented to WMCA Board at the earliest opportunity in June 2023 following confirmation of the 2022/23 outturn position.



Analysis of Capital Funding by Programme



Performance Management

During 2023 – 2024 we want to roll-out and then embed the Performance Roadmap.

The aim is to give greater transparency and visibility of performance information across the whole organisation.

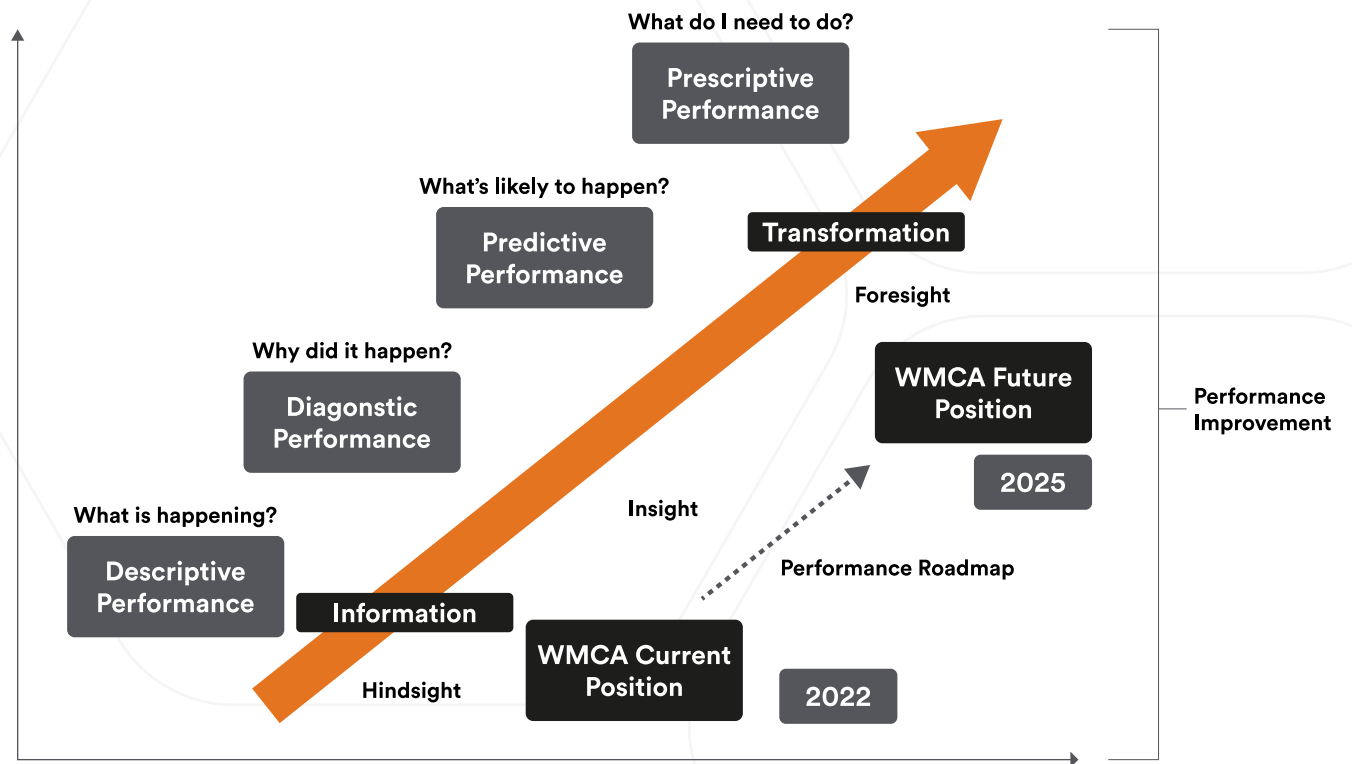
This will take time and the chart shows that journey.

The blue arrows indicate where we are now, we generally look back at our performance. Ultimately, we want to move forward to a more predictive and prescriptive position.

We have a massive opportunity to move further along the performance maturity graph by embedding the performance roadmap. To achieve that we will:

- Continue to engage and consult across WMCA to develop SMART (Specific Measurable Achievable Realistic Timebound) measures of our performance.
- Make sure that performance information is visible and is cascaded across teams to support evidence-based decision making.
- Develop the ABP (Annual Business Plan) dashboard to provide a more holistic view of performance (finance, performance and risk).

- Continue developing our organisational health dashboard – data on people, finance and things like complaints and customer so that leaders can identify at a glance the direction of travel and trends.



Corporate Aims and Objectives

We're unlocking the potential of the West Midlands and our corporate Aims & Objectives set out how we'll deliver the region's priorities. The table below highlights the six aims and allows

you to click through to see the Objectives and High Level Deliverables that align to each of the six Aims.

[Aim 1 \(page 39\)](#)

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

[Aim 2 \(page 41\)](#)

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

[Aim 3 \(page 43\)](#)

Connect our communities by delivering transport and unlocking housing and regeneration schemes.

[Aim 4 \(page 47\)](#)

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

[Aim 5 \(page 49\)](#)

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

[Aim 6 \(page 50\)](#)

To develop our organisation and our role as a good regional partner.

Aim 1: To promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs

Objective		High Level Deliverable
1.1	We will drive growth by developing regional strategies and plans focussed on priority clusters, boosting innovation, and securing investment	Lead the economic and business dimension of an overall regional strategy that drives inclusive growth and shapes decision-making processes
		Lead the mobilisation of the West Midlands Plan for Growth with: <ul style="list-style-type: none"> • a coherent and cohesive approach to cluster leadership and growth • direction to funding decisions on cross-cutting interventions across the WMCA and partners on issues like land, skills and investment
		Manage a strategic partnership with a tech firm to deliver a set of core deliverables on the digital economy
		Deliver the Create Central business growth plan
		Enable delivery by partners of the SPF-funded business support system, including establishment and oversight of WM-wide “core hub” activities with WMCA SPF Business Programmes
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	Deliver the WM Innovation Programme and Made Smarter West Midlands programme
		Drive the ‘Strategic Productivity Dialogue’ with BEIS, setting out regional priorities for national programmes and building to a co-designed proposal to the next Spending Review
		Oversee the West Midlands Innovation Accelerator and deliver a co-designed action plan with Innovate UK to increase innovation adoption and diffusion across the region. Explore how this model can be applied more widely to UKRI
		Convene local authorities and business leaders across the West Midlands to provide collective, clear direction on economic priorities
		Provide oversight, direction and support to the West Midlands Growth Company to deliver on strategic and place priorities across the region

Objective		High Level Deliverable
1.3	We will invest in training and skills programmes that help our businesses grow and our citizens secure good jobs	<p>Develop more AEB provision to align to plan for growth and to meet current and/or emerging skills needs – monitoring, managing and flexing provision as required</p> <p>Use available evidence to understand and respond to the labour market needs of the region</p>
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	Develop, agree and implement a West Midlands Cultural & Heritage Strategy that provides thought leadership for West Midlands partners and delivers new funding and development for cultural infrastructure and activity
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	Lead and implement initiatives designed to build a sustainability legacy from the B2022 Commonwealth Games including Community Environment Fund, Commonwealth Forest and Carbon Literacy programmes

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		High Level Deliverable
2.1	We will work with partners to give our communities access to training and employment support to secure and succeed in new opportunities	Create 10,000 starts on level 3 training provision
		Create 4,350 starts on level 3 bootcamps
		Create 5,000 starts on 'into employment' provision; 3,000 outcomes
		Develop 70% of L2/3 training aligned with sector plans
		Create 5,000 enrolments on basic skills provision
2.2	We will work with partners to identify and address the different barriers faced by our diverse communities	Support and develop the Coalition for Digital Inclusion
		Establish Life Chances Commission
		Successfully deliver communities and place interventions through UKSPF
		Convene partners to take action to address race inequalities through the Race Equalities Taskforce including taking forward the Leadership Commission programme
		Support and develop the Young Combined Authority to deliver a programme of activity that puts young people's concerns at the heart of regional policymaking
		Develop the Inclusive Growth Framework and supporting products to provide an integrated approach to Inclusive Growth delivery such as a web portal, dashboard etc

Objective		High Level Deliverable
2.3	We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners	Enable healthy, thriving communities through implementing a health in all policies approach and helping drive resources into specific areas of unmet need
		Support the delivery of initiatives that tackle health inequalities with health system partners, including Mental Health Commission and Commonwealth Games Legacy programmes of work
		Enable healthy, productive workforces and deliver evidence-based initiatives focusing on ‘good work’ as a determinant of health
		Develop new approaches to social innovation in the region including exemplar initiatives, training opportunities and a cross-agency virtual team
		Ongoing facilitation of the Homelessness Taskforce, Members Advisory Group and associated task groups, including by delivery of pilot activity, including looking at alternative funding models for preventative activity
		Ongoing oversight of Housing First pilot, Rough Sleepers Accommodation Programme and Rough Sleeping Initiative, along with any other externally funded activity
		Develop and implement a regional Inclusive Communities strategy and deliver the associated Commonwealth Games Legacy Fund Inclusive Communities pillar
		Develop collaborative projects with the Police and Crime Commissioner to help reduce crime and improve the criminal justice system.

Aim 3: Connect our communities by delivering transport and unlocking housing and regeneration schemes

Objective		High Level Deliverable
3.1	We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system together with our partners	<p>Increasing the efficiency and performance of transport delivery in the West Midlands</p> <p>Enhance Partnership Working with the Regions Local Resilience Forum</p> <p>Fund essential supported services that provide a social benefit including concessions, ring and ride, and tendered bus services</p> <p>Develop and enhance frontline services and infrastructure that deliver high quality experiences that meet changing customer demands at TfWM facility, bus stations and interchanges.</p> <p>Ensure strategic and operational Health and Safety aims and key deliverables are communicated and embedded throughout the WMCA</p> <p>Creating and maintaining accurate and reliable public transport travel information including the requirements set out in the National Bus Strategy and Vision for Bus.</p> <p>Work in collaboration with Government, Operators and the wider rail industry to deliver better outcomes from today's railway</p> <p>Co-manage the West Midlands rail franchise, through West Midlands Rail Executive</p> <p>Managing the West Midlands Transport Network through improved coordination with the Regional Transport Co-ordination Centre</p> <p>Keep the transport system safe and secure</p> <p>Develop and enhancing the performance of the Key Route Network (KRN)</p> <p>Improving the financial, operational and asset performance of WM Metro to support metro services and network expansions</p> <p>Maintain & publish a West Midlands Local Transport Plan and embed transport policy and strategy in the plans and programmes of the wider WMCA & partners</p> <p>Develop and maintain a deep understanding of the needs, attitudes and perceptions of people who use the West Midlands transport system</p>

Objective		High Level Deliverable
3.1 (cont.)	We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system together with our partners	Continue to develop and maintain a robust common data environment for the West Midlands transport system
		Analyse the transport system to provide deep insight, recommend actions and produce robust and funded evidenced based business cases for schemes and programmes
		Creating a system for easy to use and affordable payments to access the transport system
		W&C Active Travel Behaviour Change Delivery. Deliver, monitor and evaluate 23/24 Behaviour change projects.
		Develop and adopt a new Transport Network Resilience Plan for the directorate
		Develop a Framework that emphasises the importance of Transport for Event Organisers and Key Stakeholders
3.2	We will build and develop transport infrastructure that is sustainable, active, low-congestion and integrated with key projects like HS2	Ensure the delivery of the CRSTS Capital Programme, including the TfWM Infrastructure programme
		Plan, deliver and operate the West Midlands Walking and Cycling Programme
		Delivering our bus vision and BSIP to support inclusive growth.
		Building and planning tomorrow's railways by delivering the Rail Investment Programme
		Extending the WM Metro Network to better serve more people and businesses delivering Westside (Edge), Wolverhampton City Centre, WBHE and Birmingham East Side extensions.
		Enabling Behaviour Change through a new strategy, and keeping the West Midlands Moving by mitigating the impacts of transport investment programmes through Travel Demand Management
		Leading the development of traffic signal technology and design within TfWM and where required supporting regional partners.
		Delivering the Centre of Excellence to ingest, develop and disseminate innovation across the highways sector.

Objective		High Level Deliverable
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	Delivery of prescribed requirements, measures and output targets of the 2018 Housing Deal & subsequent funding deals and agreements with HMG
		Supporting Local Planning Authorities with evidence requirements for Local Plans and other policy requirements
		Develop and support Board approved policy development work e.g. Masterplanning and West Midlands Design Charter
		Lead, manage and deliver the WMCA's nationally leading brownfield regeneration, housing and land programmes
		Work closely with all local authorities across the WMCA and developers/ investors/ HMG agencies to develop a strong regeneration and development project and investment pipeline
		Organise and lead a series of industry led taskforces to provide critical insight, challenge, advocacy and support to the work of the Housing and Land Board
		Lead WMCA Strategic Acquisitions, Disposals and Asset Management programmes
		Establish new and strengthen existing partnerships, ventures and joint approaches with public and private sector partners across the whole of the region to deliver local priorities
		Support and enable Affordable Housing Delivery across the West Midlands including new partnerships and pilot approaches
		Deliver and submit compelling business cases for additional funding and support to the West Midlands from HMG
		Oversee and manage the development and delivery of the regional One Public Estate and Place Pilots Programmes

Objective		High Level Deliverable
3.4	We will support and deliver co-ordinated investment packages with our partners across key corridors and local, town, and city centres	Produce the annual West Midlands Investment Prospectus and deliver associated partner engagement
		Support local authorities and other partners on policy, projects, funding bids and investment plans in town centres
		Lobby/engage with HMG on behalf of the region on a diverse range of housing, land and regeneration matters
		Lead the development and coordinate the delivery of a Single Property and Estates Strategy including a single asset register for the WMCA Estate
		Deliver a comprehensive programme supporting the effective implementation of the public land charter through collaborative working with the Cabinet Office, LGA, industry taskforces & local partners
		Leading the development and negotiation of the approved Housing and Land Board asks of the Trailblazer Devolution Deal
		Developing Park & Ride assets to support better access to the transport system including making our transport assets more affordable by increasing commercial revenues
		Support the organisation to apply and deliver inclusive growth in all its activities through programmes such as Inclusive Growth Business Partners

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

Objective		High Level Deliverable
4.1	We will work with partners to attract investment in and deliver programmes to support net zero development and infrastructure	Support systems and processes for devolving and delivering more effective energy infrastructure and remove barriers to investing in clean energy assets
		Implement the key actions in the Infrastructure for Zero Emission Vehicles strategy including supporting the delivery of EV Transit Stations spine programme
		Work with partners to develop and deliver projects to tackle fuel poverty in the region and progress towards the target of getting the region's homes to Net Zero by 2041
		Grow SMART Hub capacity to support local authorities to access funding, intelligence and expertise to retrofit homes to reduce carbon emissions
		Commence delivery of Net Zero Neighbourhood Demonstrator programme to pilot place-based approaches to retrofit and wider decarbonisation, building a pipeline of projects, establishing the first Net Zero Neighbourhood and commencing works to homes in this area
		Develop and deliver a programme of commercial energy efficiency and near/onsite energy generation projects with public and private sector partners
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	Develop, lead and support the preparation of a landmark West Midlands Future Homes Strategy
		Deploy devolved Housing and Land Funds in accordance with the principles and targets of the approved AMC and Zero Carbon Homes Charters
4.3	We will convene partners to drive industrial decarbonisation and grow the low carbon and circular economy	Work with partners on industrial decarbonisation and other initiatives to support regional businesses to decarbonise their operations including through the Net Zero Business Pledge
		Deliver Circular Economy Route map priorities including an Industrial Symbiosis programme, Zero Waste Construction Hubs and wider enabling activities including raising awareness of the benefits of building repurposing, and producing a circular communities toolkit

Objective		High Level Deliverable
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	Delivering a step change in our Mass Transit Network (including Sprint and Metro delivery programmes) to unlock inclusive growth and tackle climate change
		Develop and agree a strategy and target date to deliver a zero-emission bus fleet and supporting infrastructure across the West Midlands
		Create a strategic transport innovation eco-system by delivering the West Midlands Future Transport Zone programme
		Implement activities to deliver the Natural Environment Plan including the Local Nature Recovery Strategy and related projects
4.5	We will work with partners to increase investment in nature and our surroundings	Deliver a wide-ranging Net Zero Behaviour Change programme to citizens across the region including the development of a WM Net Zero Citizens' Panel and deliver Carbon Literacy Training to WMCA staff
		Develop and deliver the agreed regional approach to tackling air pollution through the development of a Regional Air Quality Framework, including behaviour change campaigns.
		Deliver WMCA Adaptation Plan in partnership with regional organisations
		Maintain and update the net zero and environment data dashboard to provide insight on progress in delivering ambitions

Aim 5: To secure new powers and resources from central government, and demonstrate the strength of our regional partnership

Objective		High Level Deliverable
5.1	We will work with partners to understand their priorities, convene around shared opportunities, and deliver together	Develop a refreshed approach to data and analytics including the regional monitoring of key metrics, to meet the needs of the Mayor and the WMCA Board, as well as the Economic Growth Board and local and regional partners
		Design, develop and deliver research programme to coordinate and better commission and better connect research in a way that inspires action
		Influencing and engaging to create a thriving regional research ecosystem by helping our partners succeed, training and developing data literacy and data skills
		Show thought leadership on strategic policy for WMCA, by embedding a ‘think and do tank’ culture and practice within Strategy and Integration and as part of this, develop a cross-cutting strategy for ‘West Midlands 2035’.
		Provide programme oversight of the Commonwealth Games Legacy Fund.
		Agree a Public Affairs Strategy and action plan for WMCA to generate better influence in government and a more joined-up and strategic approach to external engagement across WMCA
		Set in train delivery of the four key workstreams of the agreed Social Economy Action Plan and related stakeholder engagement
		Set in train delivery of the five missions of the Digital Roadmap
5.2	We will work with central government to gain new powers and resources for the region, including double devolution	Make the case for local rail devolution to deliver better outcomes for a future railway
		Building on the Trailblazer Devolution Deal (agreed with Government in March 2023), identify the next set of devolution priorities (aligned with Government’s objectives as set out in the Levelling Up White Paper), and agree a strategic approach to securing these over the short, medium and long term

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

Objective		High Level Deliverable
6.1	We will deliver as one organisation with a collaborative and inclusive culture, underpinned by best in class enabling services	Manage and deliver modern high-class FM and Business Support services for WMCA and its estate tenants
		Manage and deliver high quality fit for purpose asset management and income generation services with the necessary supporting systems, data and information
		Implement new ways of working (Progression on 4 #BetterConnected themes)
		Balanced revenue budget for 2023/2024
6.2	We will drive cultural change to embed new hybrid and agile ways of working	Manage and deliver hybrid and agile working programmes and associated policy changes across the WMCA
		Deliver and coordinate investment in the modernisation and improvement of 16 Summer Lane to support business needs
		Lead on Business Continuity planning and delivery of HQ Emergency Response Plan.
		Delivering a WMCA staff Travel Plan that supports the organisation in being exemplar with Behaviour Change
6.3	We will ensure our workforce have the skills and competencies to deliver our strategy	Develop a more planned & robust approach to staff engagement
		Develop the organisation's learning and development offer
		Embedding our approach to IPM and talent management
		Delivering the Transport Skills Academy to address the region's need through apprenticeships, graduates, work experience and upskilling the existing workforce.
6.4	We will empower our organisation through digital-first and data enabled ways of working across all our activity	Improve and integrate our digital architecture
		Modernise our technology
		Protect and manage our infrastructure
		Enhance digital experience & interaction

Objective		High Level Deliverable
6.5	We will provide leading support for a diverse workforce and demonstrate excellent equality and diversity practice	Develop and deliver plans and activities for the organisation's internal and external functions to meet the requirements as set out in the WMCA equality scheme
		Ensure that workplace wellbeing is a key priority for the WMCA and deliver activities which support and enhance workplace wellbeing
6.6	We will involve citizens with our work to put their views at the heart of our planning, decision making and delivery	Develop and support a varied portfolio of citizen engagement activity across the WMCA to ensure decisions are shaped by citizens and that our policies, practices, and investments deliver real value for everyone living and working in the region
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	Support delivery of key business projects through Procurement process
		Support Business Cases through the Single Assurance Framework



West Midlands
Combined Authority

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