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Overview & Scrutiny Committee update: Corporate Strategy

6th September 2021

Why do we need a Corporate Strategy?

What is the Corporate Strategy?

- The Corporate Strategy will be the **single, umbrella strategy** which sets out **everything** the WMCA will do over the next **3 years**
- It will translate our **vision, regional and local authority priorities** and the **Mayoral Manifesto** into the **work we will do**



Why now?

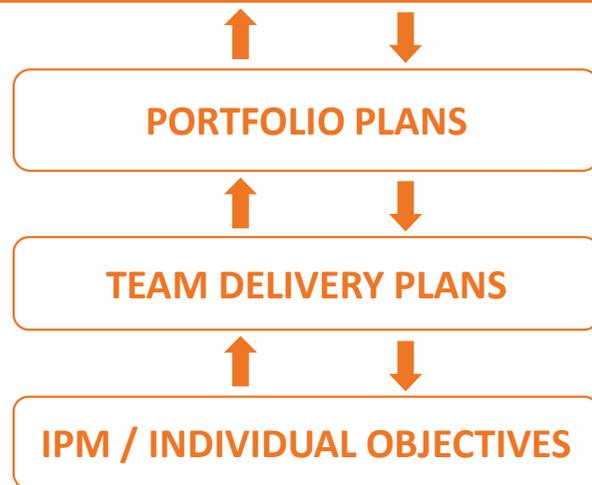
- The WMCA, as a relatively young organisation, has **not developed a corporate strategy before**, but multi-year planning is important for the organisation to mature
- The **new mayoral term** represents a good opportunity to launch the Corporate Strategy process

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The Corporate Strategy will flow through to individual objectives as a 'golden thread'

WMCA CORPORATE STRATEGY 2021-24



1. We will update performance management systems with the Corporate Strategy
2. WMCA staff will be expected to review their goals to realign them with the Corporate Strategy

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The six Aims of our Corporate Strategy



1 Drive **economic growth** in every corner of the region



2 Ensure **everyone** has the opportunity to benefit



3 **Connect our communities** by designing and delivering housing and transport



6 **Develop our organisation** and our role as a good regional partner

4 **Reduce carbon emissions** to net zero and enhance the environment



5 **Secure new powers and resources** from central government

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Timeline and next steps

	Engagement Point	Objective
12 th July – 2 nd August	Bilateral discussions with Leaders	<ul style="list-style-type: none">• Discuss early draft of the Corporate Strategy and hear Leaders' priorities for WMCA / LA relationship going forward
1 st October	Leaders' roundtable	<ul style="list-style-type: none">• Scenario choices for future WMCA activity
Late October	Further Portfolio holder / Leader engagement	<ul style="list-style-type: none">• Discuss v2 Corporate Strategy content with Met Leaders and CXs
8 th November	Overview & Scrutiny Committee	<ul style="list-style-type: none">• Discuss v2 Corporate Strategy
19 th November	WMCA Board	<ul style="list-style-type: none">• Agree Corporate Strategy vFinal

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The following slides outline our draft Corporate Strategy content

- We are sharing our **draft** Corporate Strategy content, so we can hear your feedback as we continue to develop it over the coming weeks
- They will remain as **draft** until finalised for agreement at November Board

Key questions for discussion

1. Content

- Is there anything missing from this strategy which members would expect to see?
- Conversely, is there anything here members believe the WMCA should not be doing?

2. Framing and language

- Have we used clear, accessible and accurate language to articulate the activity we will be doing?

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West Midlands
Combined Authority

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

Our draft Objectives under Aim 1:

1.1	We will develop economic strategy for the region to drive growth, delivering interventions to boost innovation, developing and promoting investment opportunities, and supporting industrial clusters
1.2	We will work with partners and government to create the optimum conditions for business growth, by ensuring the support they need to start up, grow and succeed
1.3	We will invest in training and skills programmes that help all our businesses grow and our people secure good jobs
1.4	We will work closely with WMGC and local authorities to make the most of our culture, sport and tourism opportunities and secure inward investment
1.5	We will leverage public and private investment in the region, such as HS2 and the Commonwealth Games, to create good work opportunities for local people and more contracts for local businesses
1.6	We will support the social economy by helping to attract social investment and piloting innovative schemes to build the resilience of voluntary and community groups

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 **Aim 2: To ensure everyone has the opportunity to benefit as the region recovers from COVID-19 and tackles long-standing challenges**

Our draft Objectives under Aim 2:

2.1	We will work with local authorities, Jobcentres, colleges and training providers to ensure our communities are given training and employment support to access and succeed in new opportunities
2.2	We will work with partners to identify and address the different barriers faced by our communities, through a Life Chances Commission focused on young people and an Equalities Taskforce
2.3	We will enable more vulnerable people to enter the workforce by bringing partners together to tackle health inequalities, increase physical activity, and improve mental health
2.4	We will bring partners together to design out homelessness by addressing its underlying causes
2.5	We will convene partners to develop interventions and secure funding to improve digital inclusion

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Aim 3: To connect our communities by designing and delivering housing and transport

Our draft Objectives under Aim 3:

3.1	We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system that will enable all communities to better access opportunity across the region
3.2	We will build new and develop current transport infrastructure, so that travel in the region is sustainable, active, and low-congestion
3.3	We will invest in and support housing and regeneration schemes across the region, working closely with the private sector and local councils to unlock and accelerate delivery of thousands of new homes, including affordable homes
3.4	We will unlock and enable the delivery of housing and commercial developments, ensuring new development directly aligns with investment in public transport and net zero ambitions
3.5	We will deliver and support co-ordinated investment packages across our key corridors and local, town, and city centres to secure the workspaces, homes, and attractions that our communities need

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Aim 4: To reduce carbon emissions to net zero and enhance the environment

Our draft Objectives under Aim 4:

4.1	We will work with partners to facilitate the delivery of and investment in programmes to retrofit homes and develop smart local energy systems with 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
4.3	We will develop programmes to drive industrial decarbonisation and grow the circular economy
4.4	We will support the creation of green jobs in the region and invest in green skills and training so our citizens can access these jobs
4.5	We will pioneer and embed transport innovations and drive behaviour change to reduce emissions, improve air quality, and create green jobs
4.6	We will increase investment in nature and our surroundings through a regional natural capital plan

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

Our draft Objectives under Aim 5:

5.1	We will develop our role as a collaborative regional partner, understanding the priorities of local organisations and acting as a convener and bridge to add value
5.2	We will work collectively with central government to gain new powers, resources, and investment channels for the WMCA and local authorities



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

Our draft Objectives under Aim 6:

6.1	We will deliver collectively as one organisation with a collaborative and inclusive culture
6.2	We will provide support for our staff to work in new agile ways
6.3	We will develop the skills and competencies of our staff
6.4	We will build an increased digital and data capability across the organisation
6.5	We will provide leading support for a diverse workforce and demonstrate excellent equality and diversity practice
6.6	We will engage with stakeholders and citizens to put their views at the heart of our planning, decision-making and delivery
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