



West Midlands
Combined Authority

Annual Business Plan 2025 – 2026

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

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Foreword from Laura Shoaf

Chief Executive, West Midlands Combined Authority (WMCA)

This year marks a major shift for WMCA. We have greater responsibility, stronger partnerships, and more control over how we invest in our region than ever before. The opportunity to drive real, lasting change has never been greater - but neither has the expectation.

The Mayor's priorities - **Jobs, Homes, Growth, and Journeys for Everyone** - set the direction for everything we do. These aren't just policy commitments; they reflect what matters most to the people of the West Midlands. Delivering on them means helping more people into good jobs, making sure housing meets the needs of our communities, securing investment to grow our economy, and ensuring our transport system is accessible, reliable, and fit for the future.

For the first time, we have the flexibility and power to decide how to make that happen. The **Integrated Funding Settlement** puts us in control of how investment is allocated, meaning we can take a long term view rather than being limited by short-term, fragmented funding pots. The **Devolution Bill** has strengthened our ability to shape policy around what works best for our region, rather than working within national frameworks that don't always reflect local priorities. Together, these changes give us more responsibility than ever before - but they also bring a greater expectation that we will deliver, at pace and with impact.



Laura Shoaf
Chief Executive

The **Transformation Programme** is making that possible. We need to remove unnecessary complexity, ensure teams work together in the right way, and create an organisation that is set up to drive change. Greater responsibility means we must be more agile, more joined-up, and more focused than ever before. This is a moment to step up, challenge old ways of thinking, and make sure WMCA is an organisation that enables progress, rather than one that is constrained by outdated ways of working.



We are in the strongest position we have ever been to lead real change. We have the funding, the powers, and the ability to shape our own future. Now, we need to turn that potential into impact. That will take all of us, working together, removing obstacles, pushing boundaries, and staying focused on what really matters.



The West Midlands deserves a Combined Authority that is bold, innovative, and focused on outcomes. We exist to make this region better-connected, more prosperous, fairer, greener, and healthier. **Now is the time to make that vision a reality.**



Laura Shoaf
Chief Executive, WMCA



Who we are

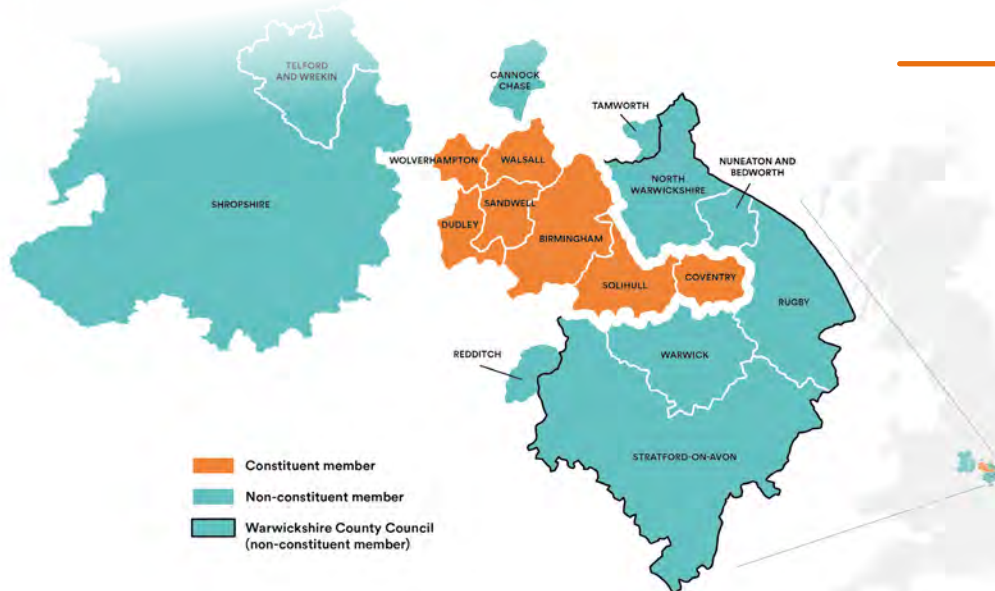


About us

The WMCA was set up in 2016. The Government gave us powers and funding to increase economic growth and working alongside our seven constituent local authorities: Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton we address shared challenges across the region.

We also have a wider membership of partner non-constituent authorities who work with us on shared projects.

This is called devolution. It means that decisions are made by people who know their region best.



We work to make the West Midlands a happy, healthy place to live.

We do this by:

- making it easier and safer to travel in and around the region.
- using derelict land to build homes.
- protecting our green spaces.
- making sure young people have the education and employment opportunities to make a great start in life.
- working together to support our communities and build a fairer, healthier and more inclusive West Midlands.
- tackling climate change through our WM2041 pledge.

Laura Shoaf leads the WMCA along with the Mayor, Richard Parker.

Richard Parker was elected as the second Mayor of the West Midlands in 2024 and is now the chair of the West Midlands Combined Authority (WMCA) board. He is currently in office until May 2028.

The WMCA Board is the main decision-making board and is made up of two elected members from each constituent authority and one from each non-constituent authority.

What defines us?



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

We will achieve our vision through living our values which are central to how we work and interact with our wider partners and stakeholders.

Our Behaviour Framework outlines the behaviours that are essential to effective performance and outcomes in our organisation.

Below are the behaviours which underpin each of our four values to understand better what is expected from us as WMCA employees. We will continue to review this framework to ensure its fit for purpose.



Collaborative

Team focused – working as part of team, managing and leading.

Service driven – customer, resident and partner focused.



Inclusive

One organisation mindset – believe in each others expertise.

Open and honest communication – we do what we say we are going to do.



Driven

Empowered and accountable – taking ownership and leading when needed.

Performance focused – being ambitious and going the extra mile.



Innovative

Forward thinking – embrace change and open to new possibilities.

Problem solving – go for clear and simple whenever possible.

How we work



Our Aims



Together with the **Mayoral Priorities** and the **Outcomes** defined in the Integrated Settlement, the WMCA Aims set out how we'll deliver for the region. To monitor our progress on delivering our Aims we use a range of performance indicators.

Click each of the Aims to see more detail.

Aim 1

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

Aim 2

To ensure everyone has the opportunity to benefit across the region, we improve our resilience and tackle long-standing challenges.

Aim 3

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

Aim 4

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

Aim 5

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

Aim 6

To develop our organisation and strengthen our role as a leading regional partner, fully aligned with the WMCA Transformation Programme.

Annual Business Plan

2025 - 2026

This years Annual Business Plan sets out everything we will be delivering during the year with the financial resources and people we have. The ABP shows the golden thread as to how we operate and work towards achieving the WMCA vision.

Every person within the organisation plays a part in the delivery of the WMCA vision under the umbrella of our 6 Aims and Objectives, Mayoral priorities and from the 2025 financial year the Integrated Settlement Outcomes Framework.

This Annual Business Plan is for everyone. Heads of Services can use this to streamline team activities linked through the Performance Indicators. Managers and employees can use this when having conversations about Team Plans through to Individual Performance Management providing a link to the Aims and Objectives as we all play a part in the WMCA achieving a more prosperous and better-connected West Midlands that is fairer, greener and healthier.

Devolved Powers
Core Funding
Inward Investments
Other Government partnerships



- Key Stakeholders
 - West Midlands region
 - 7 x constituent LA
 - 10 x non-constituent LAs
 - WM Growth Company
 - Other partnerships

Tracking progress on the Annual Business Plan



We measure progress on the Annual Business Plan using a range of performance indicators, including a smaller set of key performance indicators (KPIs) that the Executive Board sees as critical. To keep things on track:

Monthly reports flag any KPIs that are under-performing (rated amber or red). These go to the Business Management Panel, where mitigation commentary can be discussed.

Quarterly reports give a full picture of all performance indicators, making sure nothing is overlooked.

Serious performance issues are escalated to the Executive Board, either through directorate leadership meetings or panel reviews.

Live performance data is available to everyone via the Power BI dashboards on their desktop, making it easy to check progress at any time.

Each performance indicator has key milestones

mapped out across the year, helping us track whether we're on course to meet targets. Some milestones are weighted more heavily depending on their importance. For capital projects, where work often spans multiple years, key milestones may be carried over into the next financial year to make sure progress continues to be monitored and improvements are made where needed.

This process is closely linked to the integrated settlement approach, ensuring we have a single, consistent version of the truth. Performance data is also brought together with strategic risk information and capital finance, giving us a full picture of progress, helping to identify risks early and making sure resources are used effectively.

To keep performance reporting relevant and useful, we refine it every year. After each quarterly reporting cycle, we gather feedback from the Executive Board and Panel Chairs to make improvements. This helps ensure reports are clear, meaningful and support decision-making at all levels.

Mayoral Priorities

Mayor of the West Midlands, Richard Parker, has announced the four priorities he'll deliver for everyone across the region.

Jobs for Everyone - Investing in jobs, skills, training and apprenticeships and reducing youth unemployment and ensuring everyone has a job that pays well.

Homes for Everyone - Building social and affordable homes and creating vibrant communities so that everyone will have a place to call home.

Growth for Everyone - Helping businesses grow, supporting innovation and creativity and making sure everyone benefits, and the environment is protected.

Journeys for Everyone - Connecting communities and making travel easier, safer and more affordable for everyone.



Richard Parker - West Midlands Mayor

Journeys for Everyone

Buses play an essential role in connecting communities in our region with around 240 million journeys made in 2024, ensuring our residents can access work, education, retail, leisure and healthcare.

Currently, the bus companies set the routes, timetables, fares and quality standards and keep the fares revenue. TfWM have developed a business case to bring buses back into public control through bus franchising. Under franchising it would be TfWM who determines these aspects and then award contracts to bus companies to run them.

By switching to a franchising model, we will be able to ensure that we are getting the very best value for this funding and the network supports our communities in the best way possible. For passengers there will be clear accountability, a consistency in standards and branding and better integration with other transport services.

A decision on whether to progress with this approach will be taken by the Mayor in May 2025.

Based within the Behaviour Change Hub, Workwise supports people in the West Midlands by providing free and discounted travel to a new job. If eligible, Workwise offers people two 4-week travel passes free and a third pass at half price, to help new job starters get to their place of work. 53% of Workwise survey respondents said they would not have accepted their job without support.



The West Midlands Rail Programme has already delivered major improvements to University Station (with the second phase opening in January 2024) and to Perry Barr Station (which opened in time for the Commonwealth Games in 2022). Working with partners at Network Rail, West Midlands Railway, local authorities across the region and the supply chain, the programme is striving to improve rail journeys for more residents across the West Midlands.

Focus is now on the construction of five brand new railway stations, with three on the Camp Hill Line in south Birmingham (opening the new line to passenger services for the first time since WW2) and two in Walsall (reopening stations closed by the Beeching cuts in the 1960s). There have been many challenges already, ranging from protected animal species, worse-than-expected site conditions and contractor insolvency, but all five stations are now in full construction.

Jobs for Everyone

The West Midlands is a world-class, internationally significant economy with enormous economic potential. The success of our region is critical to the success of the UK more widely. However, employment levels in our region are below the national average, and too many people are stuck in low paid or insecure work. Youth unemployment is of particular concern, as is the growing number of residents who are economically inactive.

Tackling these issues requires strong partnership working. We work with our employment and skills team: a regional partnership of Further Education (FE) colleges, adult and community education, training providers, universities, and voluntary and community sector organisations. We are developing an into-employment offer which closely aligns with employer skills needs and provides clear pathways of progression for learners will benefit both residents and businesses.

This involves a number of significant initiatives, including:

- Careers Hubs to improve the quality of careers education in young people by working directly with schools, colleges, apprenticeships providers and employers, to raise the standards and quality of careers education provision.
- Path 2 Apprenticeship supports residents aged 19 to 29 who are not in employment or education or are claiming Universal Credit. The programme provides pre-apprenticeship skills support and a guaranteed interview for an apprenticeship.
- Support to help residents get jobs in key sectors, such as:
 - Bootcamps targeted specifically at those aged under 30, providing routes into growing sectors of the economy.

- The Construction Gateway scheme aims to find local, high-quality jobs for people wanting to enter the construction sector. The scheme provides formal, job entry construction training through both classroom provision and practical onsite experience.
- Sector-based programmes involving collaboration with employers to create a training offer that is specific to the needs of employers and residents.

The Mayor's Jobs Taskforce has been set up to provide expert advice, challenge current approaches, and propose innovative solutions to deliver real, lasting change, specifically looking to invest in skills training and apprenticeships, reduce youth unemployment, and increase opportunities to secure quality jobs.



Homes for Everyone



The WMCA has worked to improve the insulation in more than 3,000 homes across the West Midlands. Retrofit is about increasing the efficiency of heating and keeping our homes warmer especially during the winter months. Poor insulation means that your heating system must work much harder to keep up - the result is that you end up paying more to keep your home warm.

The team are focusing on those residents who are struggling the most to pay their energy bills. We offer loft insulation, wall and roof insulation also deal with damp and mould issues that we find in properties, as well as, install solar panels on thousands of homes in the West Midlands, and hundreds of air source heat pumps making them healthier and happier places to live in.

Retrofitted homes contribute to lower carbon emissions. When we think of carbon emissions, transport is often top of the list. Homes and buildings account for a fifth of the UK's carbon footprint - that's from the burning of oil, gas and other fossil fuels for heating, hot water and electricity.

Growth for Everyone



The West Midlands Social Impact Economy is a collective term for all 'not for personal profit' organisations that exist to improve disadvantaged communities, support disadvantaged people and address social or environmental issues but do so using a trading (business) model to generate the majority or all the funds they need.

The West Midlands Social Economy consist of well over 9,000 organisations employing 103,000 people alongside almost 300,000 volunteers whose primary purpose is tackling inequality. This provides a potentially powerful resource in ensuring Growth for Everyone.

Investment is needed in 3 key areas:

- Building the business skills and confidence in an appropriate and effective way.
- Continued investment in local and regional infrastructure through the nine place-based Social Economy Clusters established with CWGLF and investment in the region wide organisation.
- Overcoming barriers to social investment and using social investment to support our strategic goals of Homes for Everyone, Jobs for Everyone, and Journeys for Everyone. Plus, enabling Social Economy organisations take on public sector contracts facilitated by changes in procurement regulations.

Transformation Programme

The Transformation Programme is a critical initiative designed to make sure we are fit for the future. As we navigate significant external and internal changes, our programme provides a structured approach to re-aligning the work we do through our design and structure, culture, systems and processes, partnerships with our purpose, vision, mission, core values, and strategic objectives.

This section of the Annual Business Plan outlines the rationale behind our transformation, key progress to date, and priorities for the coming year.

External factors driving transformation

The UK Government's focus on devolution and local decision-making, reinforced through the Devolution White Paper and the Trailblazer Devolution Deal.

The upcoming first Settlement Agreement, providing greater control over how regional funding is allocated and invested.

The shift from a divided funding model to an Integrated Settlement, bringing together funding for key areas such as growth, place,

transport, adult skills, employment support, housing and regeneration. This requires new capabilities and a focus on outcomes and impact more than ever.

The Mayor's four priorities, Jobs for Everyone, Homes for Everyone, Journeys for Everyone and Growth for Everyone drive strategic direction and operational priorities and focus.

Internal factors driving transformation

The newly created Chief People and Culture Officer reports directly to the Chief Executive, reflecting our commitment to continue putting our people at the centre of the organisation.

Through internal and external stakeholder feedback, we recognised the need to break down silos and duplication, improve operational efficiency, and enhance collaboration across teams.

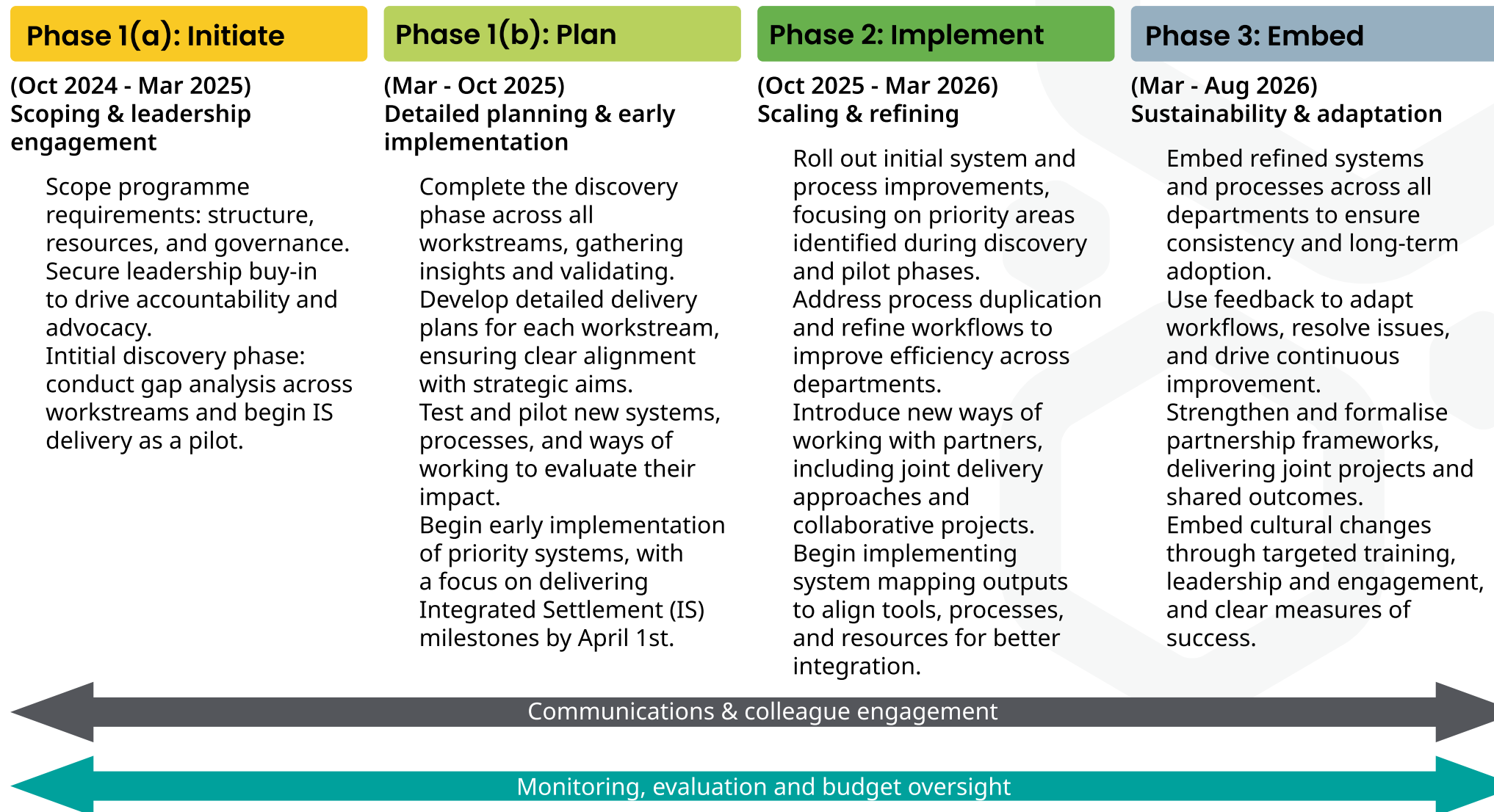
Insights from the Employee Engagement Survey highlighted key areas for improvement in leadership, collaboration, behaviours, communication, and professional development.

External and internal change provides a unique opportunity to ensure we redesign ourselves effectively and operate efficiently to be positioned to meet future challenges.

We recognise that this is an iterative process, and getting the foundation right is essential for long-term success. Therefore, we are designing ourselves to be deliberate, intentional, and aligned with our overall strategic direction.

Through the Devolution White Paper, the Government has demonstrated a real trust in our ability, with more authority and control to make decisions at a local level for the residents of the West Midlands. With the Integrated Settlement, we will have much greater control over how we invest in the region, providing a unique opportunity to deliver in a way that reflects local needs.

Our Transformation Programme is how we make this happen – by improving the way we work.



How will the programme work?

The Transformation programme is built around four key pillars, each led by an executive sponsor.

Pillar 1 - Culture

Executive sponsor:
Sarah Lal - Chief People & Culture Officer.

Objective: Culture is the foundation of our organisation, directly influencing our ability to create impact internally and externally. While our existing culture has served us well, it must evolve in alignment with our purpose, vision, mission, and core values.

Progress to date

Increased focus on leadership behaviours, deep diving into core areas of our transformation programme through senior leadership forums and workshops. Gaining insight, and building a coalition to embed and effect the change needed.

Visual embedding of our organisational values into day-to-day operations and improving spaces throughout the organisation.

Planned actions for 2025/26:

Cultural transformation requires a deep understanding of the current culture and the identification of areas for improvement.

The involvement of everyone through focus groups and pulse surveys as we are all responsible for the culture we create.

Supporting employees in leading cultural change across the organisation and strengthening career pathways and professional development opportunities.

Pillar 2 - Being Better Partners

Executive sponsor:

Helene Dearn - Interim Executive Director Employment, Skills, Health and Communities.

Objective: Strengthening relationships with strategic partners including local authorities, businesses and community groups to enhance our ability to deliver meaningful outcomes.

Progress to date

Improved collaboration frameworks introduced for regional partners.

Initial discussions with key stakeholders on joint priority-setting.

Planned actions for 2025/26

Developing new joint working models with partners based on shared outcomes.

Aligning internal priorities with the strategic planning of our partners.



Pillar 3 - Systems Change

Executive sponsor:
Mike Waters - Chief Technology and Insight Officer.

Objective: Modernising our processes and technology to create a more efficient, data-driven, and resilient organisation.

Progress to date

Process mapping completed to identify inefficiencies.

Initial investment in digital tools to improve workflow.

Planned actions for 2025/26

Implementing key technology upgrades to enhance decision-making and governance.

Streamlining day-to-day operational activities.

Pillar 4 - Organisational Structure & Design

Executive sponsor:
Laura Shoaf - Chief Executive.

Objective: Redesign ourselves to deliver efficiently, be future ready, building resilience and sustainability.

Progress to date: Strategic design

Establishing design principles, criteria, parameters, constraints to define our future impact and performance.

Reviewing and realigning the overall design and structure needed to deliver across our key areas, including activities, disciplines, expertise, skills, knowledge, and abilities.

Reviewing coordination among directorates, delivery partnerships and team interdependencies.

Establishing boundaries across functions and departments with the aim to reduce duplication of work and enhancing collaboration.

Planned actions for 2025/26: Operational design

Delivering the strategic design at a team level.

Reviewing our core work and task activities.

Job designing with competencies and skills.

Testing and reviewing the design of the organisation to enhance flexibility and collaboration.



Inclusive Growth (IG)

As an organisation, we are committed to a more deliberate and socially purposeful model of [economic] growth - measured not only by how fast or aggressive it is; but also, by how well it is created and shared across the whole population and place, and by the social and environmental outcomes it realises for our people.

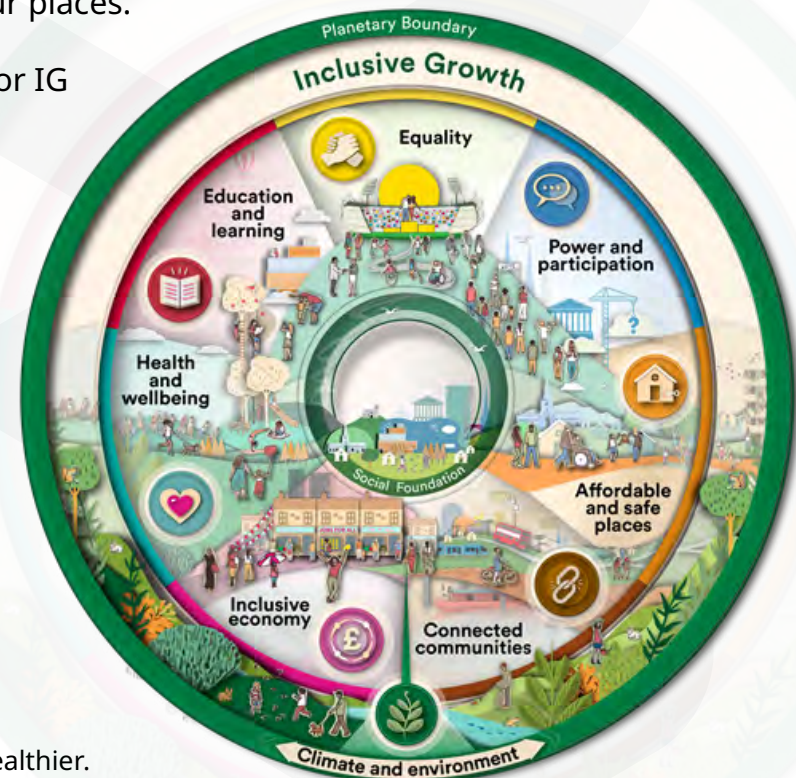
To achieve this, the WMCA focuses all types of investment on the same set of social, economic and environmental missions. These missions, articulated as the 8 fundamentals of inclusive growth, ensure that activities are not lost in thematic silos to achieve a fairer, greener and healthier region. This approach was approved by WMCA Board in 2018. It means that we must demonstrate how all our operations meet the needs of our people and places in a way which enhances or protects the environment.

To support you to deliver inclusive growth in your programmes, the Inclusive Growth Framework provides an integrated approach to inclusive growth delivery in WMCA. It is used to:

- Structure WMCA strategies.
- Outline IG considerations in board reports, SAF and procurement (Social Value).
- Inform the creation of the West Midlands Outcomes Framework and Integrated Settlement negotiations.
- Create 'doughnuts' for different contexts and spatial scales to maximise inclusive growth opportunities for our places.
- A set of indicators to monitor IG progress across the region.

IG Implementation Toolkit (ITK)

- A survey based self-assessment tool to understand the extent to which your project is compliant in achieving inclusive growth.
 - Each completion will generate a scorecard, complete with recommendations and next steps to increase your IG impact for each of the 8 fundamentals.



Our Resources People



Inclusive futures for all

The WMCA values diversity and inclusion and we aim to foster an environment where all employees are valued, respected and encouraged to contribute to their fullest potential. In line with this goal we encouraged the development of voluntary, employee-driven diversity networks that benefit both employees and our organisational goals.

At the WMCA we currently have five employee diversity networks that are open to anyone. They are independent, and employee-led but support is on hand from the Equality team and the wellbeing and inclusion group.

At present the five groups are:

- Race4Equality
- Disability Diversity Network
- LGBTQ+ Network
- Women's Network
- Young Professionals Network

In addition to the staff diversity networks there is also a recently established multi-faith group where those of faith can engage in shared learning and ensure that those of faith at the WMCA are represented.

For more detail on each of the groups – including more information on what each group is, their aims, achievements to date and on how to join each group, please click on the links above.

The Race4Equality Network is open to all employees, with a focus on representing those from minority ethnic backgrounds. However, we also encourage allyship and those with a passion for diversity in the workplace.

Disability Diversity Network is open to anyone. Some people do not class themselves as disabled even though they may have an impairment or condition. You may have been born with a disability, acquired it, have been diagnosed or just have some feeling that there might be something for you to consider or you care for someone or are just interested in a more inclusive and accessible workplace.

Open to anyone, **the LGBTQ+ Network** has been established by LGBTQ+ people, to create and support an inclusive workplace in the WMCA and provide a safe environment to discuss LGBTQ+ issues. The group welcomes active allies and those who have a passion for supporting diversity in the workplace. There is also the opportunity to learn more about how to support your LGBTQ+ colleagues, family members and friends from network members.

Women's Network is the WMCA network which promotes gender equality in the workplace. We are open to all female employees and their allies and those passionate about diversity in the workplace.

Young Professionals Network is the Network which supports staff under the age of 29 to gain courage to thrive and seek support and socialise with other young professionals in the WMCA.

Workforce data

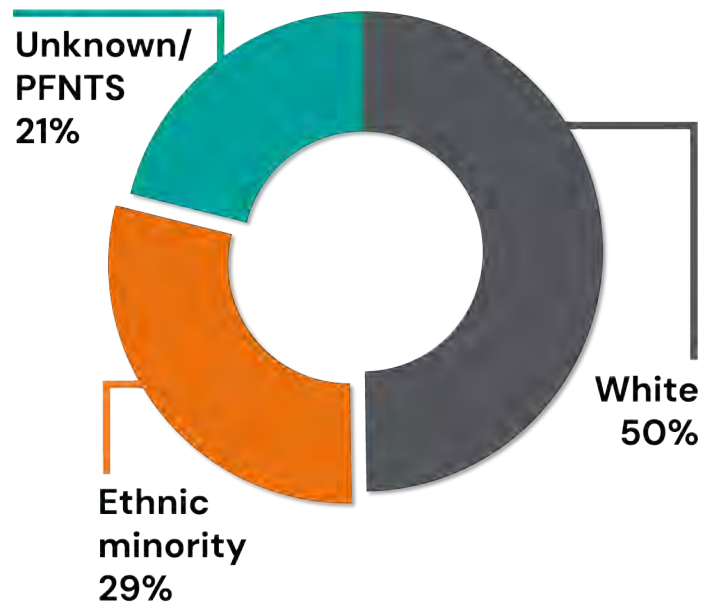


Diversity, Equality & Inclusion (DEI) are hugely important to us and we want our people to represent the communities in which we work.

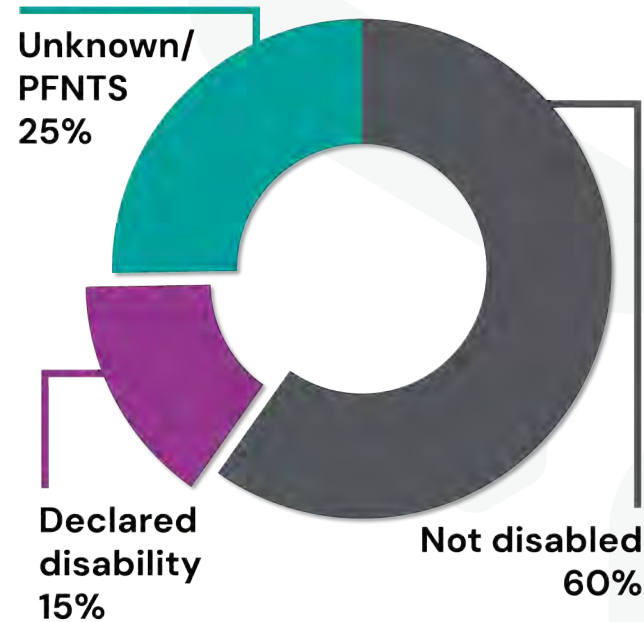
The graphics below illustrate how we compare on a number of key protected characteristics against the 2021 Census.

*PFNTS = Prefer not to say

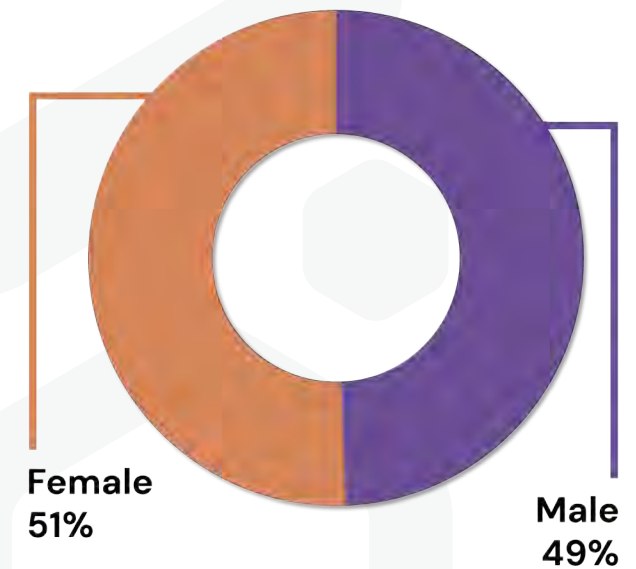
Ethnic group composition



Disability composition



Gender composition



Benchmark

44%
Economically Active WM
Ethnic Minority Population Percentage

21%
WM Disability Population Percentage

Male:53% Female:47%
Economically Active WM
Population Percentage

Employee experience

Listening & evolving

Employee contribution is an essential part of this transformation. The employee survey conducted in 2024 revealed key insights, highlighting areas of improvement:

- Leadership accountability in demonstrating organisational values.
- Clearer communication on progress and strategic objectives.
- Improved collaboration across teams.
- Greater support for employee development and career growth.

Our response:

- Initiatives introduced to enhance leadership visibility and accountability.
- Strengthened internal communication frameworks.
- Continued dialogue with employees to shape cultural and operational improvements.

We recognise true engagement requires ongoing dialogue, meaningful action, and sustained improvement.



Employee survey

Looking back – looking forward

70% of our staff participated in our employee survey, achieving an impressive 82% engagement index score. In September 2024, over 300 colleagues joined a focus group to prioritise the survey outcomes, while our trade unions and employee networks helped us identify ways to embed equity, inclusivity, and diversity in everything we do.

To deliver on our people and cultural aspirations, a dedicated People and Culture Services department has been created, led by Sarah Lal. This brings together Human Resources (HR), Organisational Development and Engagement (ODE), Change, Equality, Diversity, and Inclusion (EDI), Facilities and Workspaces, Business Continuity and Health, Safety and Wellbeing.



Performance measures & accountability

To track the progress of the transformation, we are implementing key performance indicators (KPIs) to measure:

- **Operational efficiency** – Reduction of duplication of work and inefficiencies.
- **Partnership effectiveness** – Increased collaborative initiatives and joint outcomes.
- **Workforce engagement** – Improvement in employee engagement scores.
- **Technology and systems integration** – Successful implementation of digital tools.

Governance and oversight mechanisms are in place to ensure that we remain accountable for delivering meaningful change.

The Transformation Programme is a crucial step in our long-term strategy. By aligning our culture, systems and processes, partnerships, design and structure with our deliverables, the Integrated Settlement and devolution agenda, we are positioning ourselves to deliver greater impact, efficiency, and responsiveness for the region.

This is not just about operational change; it is about ensuring we are designed in the right way, enabling our people, and embedding a culture that aligns with our purpose and strategic goals. We remain committed to learning, iterating, and improving throughout this journey.



Thoughts from the Mayor

When we think about how a place like Birmingham has grown and prospered, it's not just about the city itself, but about the people who live and work here. It's about the spirit of the city, the resilience of its people, and the vision of its leaders. We're proud to be part of this journey and to see the city thrive.

It's a privilege to be Mayor of the West Midlands and to see the city grow and prosper. We're proud to be part of this journey and to see the city thrive.



Our Resources Finance



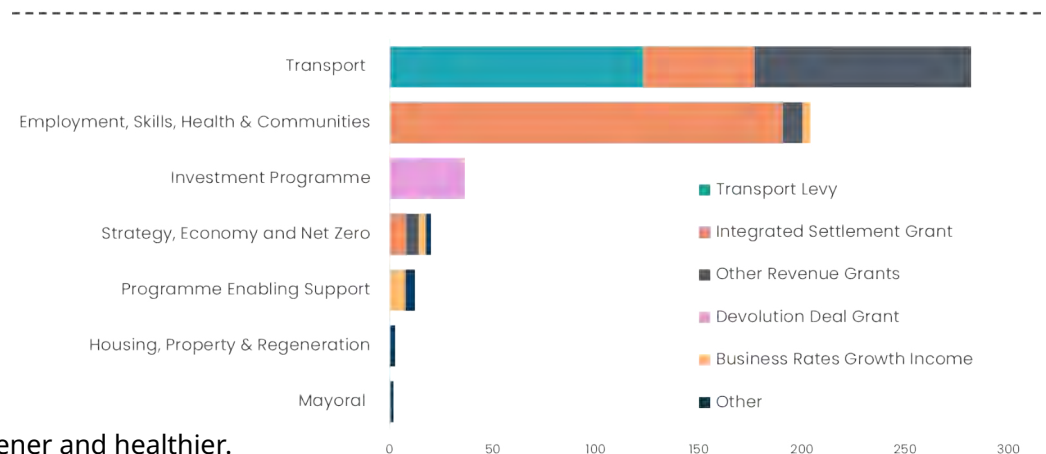
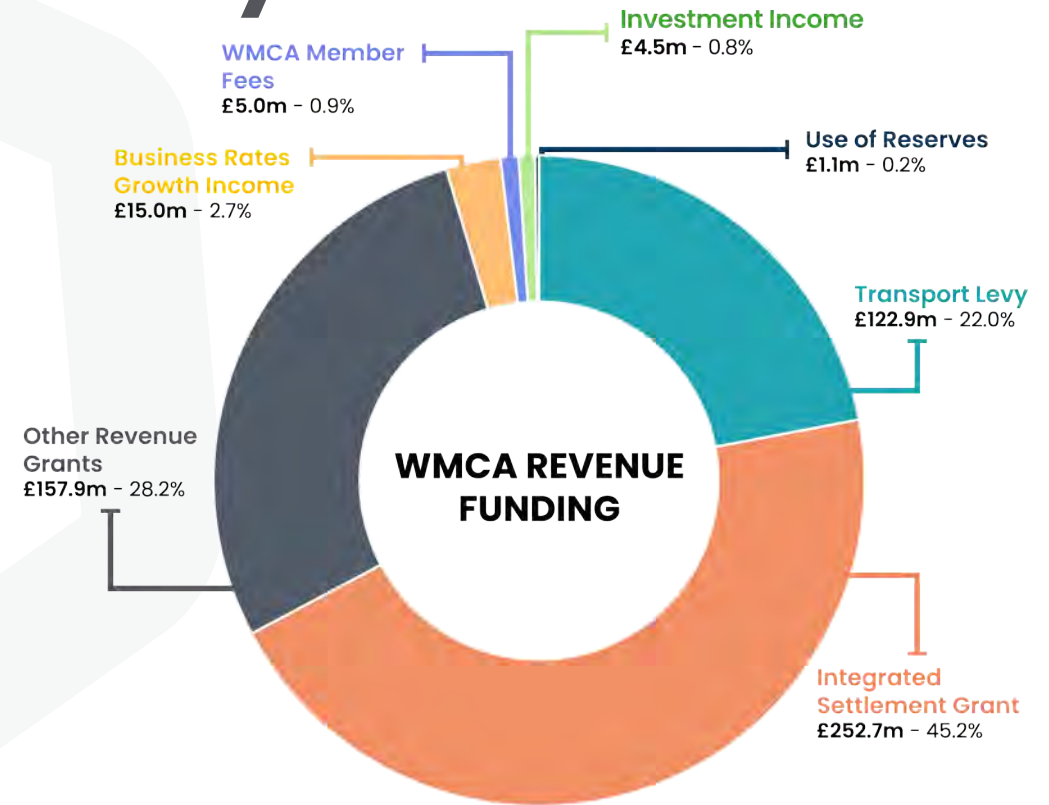
Revenue budget analysis

The chart on the right shows how the £559.25m revenue income is sourced and where it gets allocated for expenditure.

The 2025/26 transport expenditure is funded by £122.9m of Transport Levy which is received from constituent members along with £104.8m of transport specific revenue grants and £54.1m Integrated Settlement grant.

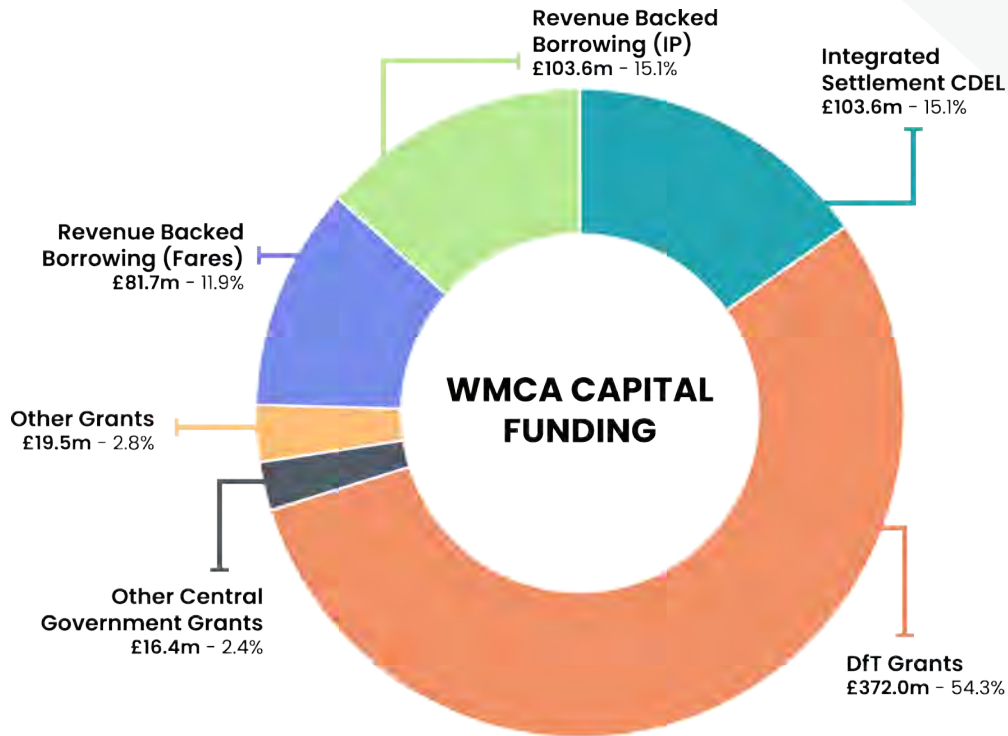
WMCA's Employment Skills Health & Communities, Strategy Economy and Net Zero and Housing Property & Regeneration Programmes are largely funded by Integrated Settlement grant (£252.7m) and specific revenue grants (£120.6m) with the remainder funded by local funding (£24.6m).

The Investment Programme and Mayor's Office budgets are in line with prior years. A gainshare grant of £36.5m will be used to deliver the capital projects within the Investment Programme, whilst a £0.8m Mayoral Capacity Funding grant supports the operation of the Mayoral Office.

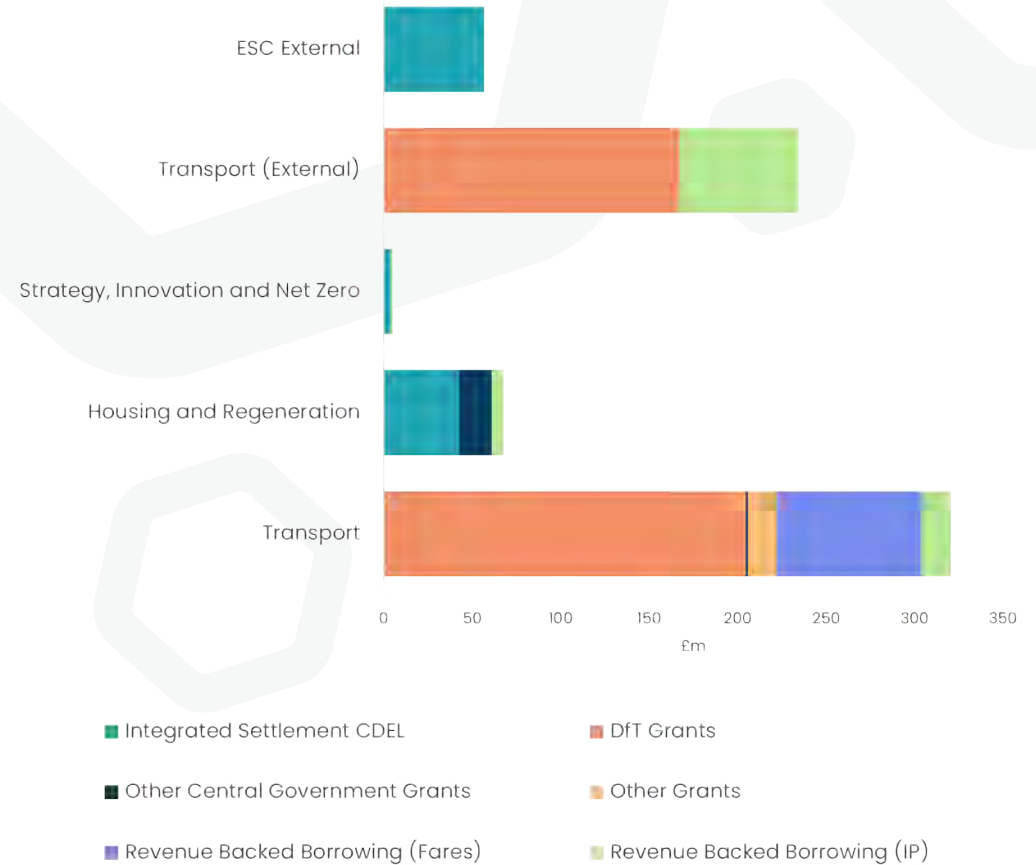


Capital programme analysis

The WMCA's capital programme is summarised below, highlighting planned capital investment for 2025/26. The figures are indicative and will be refined during the 2025/26 budgeting process. The final 2025/26 capital budget will be presented to WMCA Board at the earliest opportunity in June 2025 following confirmation of the 2024/25 outturn position.



WMCA CAPITAL PROGRAMME EXPENDITURE



Integrated Settlement & how it will be invested?

What is the Integrated Settlement?

The Integrated Settlement represents a fundamental shift in the region's funding mechanism from central government.

Instead of fragmented, short-term grants, the Integrated Settlement consolidates funding for five key functions: **local transport, adult skills, housing and regeneration, local growth and place, and retrofitting of buildings.**

The WMCA will function akin to a government department, receiving a multi-year settlement with greater flexibility and strategic responsibility over spending.



How will it be invested?

The Integrated Settlement will be invested across the region, in skills and training initiatives, the transport network, housing and regeneration schemes, business support and in decarbonising homes.

This will be reflected in our **Functional Strategies** - one for each 'pillar' of the Integrated Settlement (IS).

Functional Strategies will explain how we are going to invest, and how we are going to deliver the thematic outcomes we agree with HMG.

Place-Based Strategies will be long-term plans to increase local prosperity, led by Local Authorities and building on existing plans with support from the Combined Authority.

They will join up investment and policy levers - including but beyond the Integrated Settlement - to address local opportunities and challenges, where an integrated approach could deliver the most impact.



Glossary

This glossary serves as a reference guide for terms and key phrases often used across the WMCA. By offering a shared language and terminology, this glossary ensures consistent communication, facilitating effective collaboration and alignment across all areas of the business. Whether you are new to the organisation or seeking to clarify specific terms, this glossary is a valuable resource.

ABP	Annual Business Plan (Planning)	BSIP	Bus Service Improvement Plan	CSR	Corporate and Social Responsibility
AEB	Adult Education Budget	BSOG	Bus Services Operator Grant	CWGLEF	Commonwealth Games Legacy Enhancement Fund
ARAC	Audit, Risk & Assurance Committee	CCID	Creative Industries and Digital	CWGLF	Commonwealth Games Legacy Fund
ATF	Active Travel Fund	CDF	Cultural Development Fund	DDD	Deeper Devolution Deal
BCC	Birmingham City Council	CEF	Community Environment Fund	DLUHC	Department for Levelling Up, Housing and Communities
BCP	Business Continuity Plan	CIT	Customer Intelligence Team	DEMBC	Dudley Metropolitan Borough Council
BEE	Birmingham Eastside Extension	CL	Community Learning	DSIT	Department for Science, Innovation and Technology
BEIS	Department for Business, Energy and Industrial Strategy	CLB	Cultural Leadership Board	DSO	Delegated Sign Off
BHF	Brownfield Housing Fund	CRSTS	City Regional Sustainable Transport Settlement	EDAF	English Devolution Accountability Framework

ENCTS	English National Concessionary Travel Scheme	LTP	Local Transport Plan	PID	Project Initiation Document
ESFA	Education and Skills Funding Agency	M&E	Monitoring and Evaluation	RET	Race Equalities Taskforce
ESHC	Employment, Skills, Health & Communities	MHCLG	Ministry of Housing Communities and Local Government	RIAD	Research, Intelligence, Analysis and Data Implementation
FaBH	Finance and Business Hub	MMA	Midland Metro Alliance	ROAMEF	Rational, Objectives, Appraisal, Monitoring, Evaluation, Feedback
FAWS	Facilities and Workplace Services	MML	Midland Metro Limited	RTCC	Regional Transport Coordination Centre
FBC	Final Business Case	MTFP	Medium Term Financial Plan	SAF	Single Assurance Framework
HPR	Housing, Property and Regeneration	NZN	Net Zero Neighbourhood	SENZ	Strategy, Economy and Net Zero
IG	Inclusive Growth	O&S	Overview & Scrutiny Committee	SMS	Safety Management System
IS	Integrated Settlement	OBC	Outline Business Case	SOBC	Strategic Outline Business Case
LEVI	Local Electric Vehicle Infrastructure	ODE	Organisational Development and Engagement	SOC	Strategic Outline Case
LRF	Local Resilience Forum	PAA	Programme Assurance and Appraisal	SPP	Strategic Productivity Partnership
LTN	Low Traffic Neighbourhoods	PI	Performance Indicators	SRR	Strategic Risk Register

STOG	Strategic Transport Officers Group	TPO	Transport Portfolio Office	WMGC	West Midlands Growth Company
TCF	Transforming Cities Fund	TSA	Transport Skills Academy	WMM	West Midlands Metro
TDOS	Transport Delivery Overview & Scrutiny Committee	UKSPF	UK Shared Prosperity Fund	WMRE	West Midlands Rail Executive
TPDA	Transport Planning Degree Apprenticeship	WISE	West Midlands Insights on Society and Economy	WMIZ	West Midlands Investment Zone

Performance Indicators

Objective 1.1 - We will develop economic strategy for the region to drive inclusive growth, and deliver interventions with partners to boost innovation, secure investment, and support industrial clusters.

Directorate / Business Area	Indicator
SENZ - Inclusive Growth	Inclusive Growth Toolkit Deliver Inclusive Growth by embedding Inclusive Growth Implementation Toolkit in WMCA systems and processes.
SENZ - Inclusive Growth	Inclusive Growth Programmes Deliver Inclusive Growth programmes and projects with regional partners, including the Reclaiming Our Regional Economies (Inclusive Economies Partnership) projects.
SENZ - Research & Intelligence	Research, Intelligence, Analysis, & Data Deliver the Research and Intelligence products in line with the Research, Intelligence, Analysis, and Data Implementation Plan to support the West Midlands system in maximising Inclusive Growth.
SENZ - Policy & Integration	Place-Based Strategies Establish Place-Based Strategies as a way of working across the CA, to increase the prosperity of local economies across the West Midlands.
SENZ - Policy & Integration	WM Regional Strategy Generate (at least the basis of) a West Midlands regional strategy or theory of change, to set the region on a trajectory for long-term economic success.
SENZ - Economy (WMIZ)	WMIZ Business Support Boost growth in productivity and earnings within the IZ's priority sector (through the provision of business support packages and improving business leadership and management) (IZ).
SENZ - Economy (WMIZ)	WMIZ Infrastructure & Land Increase investor and occupier attractiveness through the provision of key infrastructure and land remediation.
SENZ - Economy (WMIZ)	WMIZ Promotional Activity Increase investor and occupier interest through the provision of promotional activity in key growth sectors.

Objective 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.

Directorate / Business Area	Indicator
SENZ - Social Value	Social Value Agree and deliver refreshed Social Value approach aligned to Inclusive Growth and Social Economy.
SENZ - Social Economy Growth	Social Economy Sustainability Increase trading income, employment and sustainability for Social Economy organisations.
SENZ - Economy (Policy)	Local Growth Plan Agree a Local Growth Plan with Government which extends devolved powers and resources for the multi-year Integrated Settlement from April 2026.
SENZ - Economy (Policy)	WM Growth Company Commission and oversee West Midlands Growth Company delivery contract during 2025/26 transitional year, including processing Project Change Request.
SENZ - Economy (Policy)	Private Sector Voice Facilitate a strong private sector voice in WMCA decision-making.
SENZ - Economy (Delivery)	Business Growth WM Support Continue effective delivery of core Business Growth West Midlands service with aim of supporting 8,000 businesses a year with 40% of those supported intensively to make productivity changes in their business.
SENZ - Economy (Delivery)	Business Growth WM Quality Ensure that quality of Business Growth West Midlands service is in upper quartile of comparable services with a customer satisfaction of at least 85%.
SENZ - Economy (Delivery)	Business Programmes & IS Ensure that overarching business programmes meet contractual outputs and spend targets under the auspices of the Integrated Settlement.
SENZ - Economy (Delivery)	Economic Delivery Practices Ensure that delivery practice both informs WM Growth Plan development and responds to priorities identified through WM Growth Plan.

Directorate / Business Area	Indicator
HPR - Planning & Policy	High Street Improvement Establish a High Streets and street markets improvement programme.
HPR - Planning & Policy	Asset Management Services Manage and deliver high quality fit for purpose asset management services.

Objective 1.3 - We will invest in training and skills programmes that help our businesses grow and our citizens secure good jobs.

Directorate / Business Area	Indicator
SENZ - Social Economy Growth	Social Economy Procurement & Investment Deliver Procurement & Investment Readiness programmes plus Consortia building for Social Economy organisations to reduce grant dependency and increase percentage of contracts delivered by Social Enterprises in the WMCA area.
TfWM - Network Resilience	Transport Skills Materials Expanding access to a greater range of learning material to support different learning styles, self directed, and relevant learning content on the portal by April 2026.

Objective 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.

Directorate / Business Area	Indicator
SENZ - Culture, Creative Industries & Digital Roadmap	Cultural & Creative Industries Sector Voice Facilitate a strong cultural and creative sector voice in WMCA policy making and public sector representation in sector development.
SENZ - Culture, Creative Industries & Digital Roadmap	Culture & Creative Industries Framework Mobilise the outcomes of the Culture & Creative Industries framework.
SENZ - Culture, Creative Industries & Digital Roadmap	Culture & Creative Infrastructure Programme Mobilise Culture, Heritage and Creative Infrastructure Programme.
SENZ - Culture, Creative Industries & Digital Roadmap	Black Country Cultural Development Fund Complete delivery of ACE partnership of Cultural Development Fund in Black Country.

Objective 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.

Directorate / Business Area	Indicator
ESHC	<p>Skills Offer Building Strong, Healthy and Inclusive Communities: Working with our local authorities we will ensure that every part of the region has an strong local offer of numeracy, literacy, language and digital skills.</p>
ESHC	<p>Key Life Skills We will support our residents to develop key life skills and prepare learners for employment, self-employment, or further learning driving longer term impacts of good health and wellbeing. Adopting a place-based approach we will focus on first engagement opportunities for communities under-represented in learning and disadvantaged in the labour market, providing a clear pathway to further learning. .</p>
ESHC	<p>Level 2 Education Providing a good education up to level 2: Working with our partners, we will provide flexible and accessible training and employment support that is personalised to learners need.</p>
ESHC	<p>Progression Pathways We will ensure clear progression pathways are in place to support our residents with continued learning and development, with a reinvigorated focus on areas and people who need it the most.</p>
ESHC	<p>Digital Skills We will provide digital skills that helps residents access online support services needed for health, welfare, training, or employment.</p>
ESHC	<p>High Vacancy Training Working with partners we will provide training opportunities that target occupations where high vacancy demand exists, where there is a greening of job roles to support net zero and in occupations likely to have a higher proportion of workers without qualifications.</p>
ESHC	<p>Skills Funding & Influence We will continue to lobby government for increased skills funding and greater influence over wider funding streams, including incentives focused on young people and apprenticeships.</p>

Directorate / Business Area	Indicator
ESHC	Supporting Residents Into Employment Supporting residents into employment and supporting career progression: Working with specialist providers and in partnership with employers, we will deliver a strong into-work offer delivering the skills our regions businesses need and providing clear progression pathways into good work for our residents.
ESHC	Leaner Support We will ensure that effective wraparound support is in place for learners to support health and wellbeing.
ESHC	Employment & Skills Hub Working with our local authority partners and employers to progress the creation of Employment and Skills Hubs across the region.
ESHC	All-Age Careers We will work with partners to develop proposals for an all-age careers offer for our residents, whilst ensuring that every part of the region has access to the support our young people need to transition into the labour market.
ESHC	Future Skills Meeting future skills needs at level 3 and above through upskilling and reskilling: Working with universities, colleges, specialist providers and in partnership with employers, we will develop and deliver region wide higher-level skills offer that will support the growth of our priority clusters and provide our citizens with access to secure good jobs.
ESHC	Flexible Learning Offers We will support our residents to upskill, retrain or progress in their careers through flexible learning offers that meet their needs and the needs of our region's businesses.
ESHC	College Leadership We will work with our colleges to develop and deliver high quality leadership and management provision to support our SMEs to improve productivity and growth.
ESHC	Higher-Level Skill Opportunities Working with our local authority partners we will deliver a place-based approach ensuring that higher-level skills opportunities are closely aligned to local/regional economic opportunities and strategies, including Plan for Growth and Investment Zones.

Directorate / Business Area	Indicator
TfWM - Network Resilience	<p>Key Route Network Maintained strategic oversight of the Key Route Network ensuring a better connected safer and reliable multi-modal network across Local Authority partners to meet Journeys for Everyone and the access to jobs, education and services.</p>
TfWM - Network Resilience	<p>Transport Sector Perception Change Change perceptions of the Transport Sector to encourage more young people into jobs across the WM by April 2026.</p>

Objective 2.2 - We will work with partners to identify and address the different barriers faced by our diverse communities.

Directorate / Business Area	Indicator
SENZ (Homelessness)	<p>Homelessness Partnership Framework Facilitate the WMCA's homelessness partnership framework to Design out Homelessness across the region.</p>
SENZ (Homelessness)	<p>Systematic Homelessness Prevention Provide strategic leadership to teams and directorates across the WMCA to enable the development and inclusion of Designing out Homelessness principles across the structures, policies and work programmes of the WMCA, ensuring that systemic prevention of homelessness is embedded across the work of the WMCA.</p>
SENZ (Homelessness)	<p>Regional Homelessness Programmes Add value to the work of local authorities through regional homelessness programmes and build our understanding and evidence of the systemic reasons, impacts and scale of homelessness across the region.</p>
ESHCH	<p>Economically Inactive Adults We will utilise existing to support our economically inactive adults into the labour market, including those who have a health condition or disability.</p>

Directorate / Business Area	Indicator
ESHC	Supported Employment Funding We will continue to lobby government for increased supported employment funding and greater influence over wider funding streams.
HPR - Planning & Policy	Private Rented Sector Advance Private Rented Sector housing quality initiatives, in collaboration with Local Authorities.
TfWM - Network Resilience	Transport Sector Diversity Encourage more diversity and inclusion through our marketing and communications with WM stakeholders into the transport sector by April 2026.
FABH - Procurement	Procurement Alignment to Social Value Agree and deliver refreshed Social Value approach aligned to Inclusive Growth, Social Economy, mayoral and organisational priorities.

Objective 2.3 - We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners.

Directorate / Business Area	Indicator
SEnz - Social Economy Growth	Social Economy Clusters Develop Social Economy Clusters across the region to provide information, advice and guidance support to Social Economy organisations in each of the constituent local authority areas.
SEnz - Social Economy Growth	WM Social Investment Fund Support the development and management of a West Midlands Social Investment Fund.
SEnz - Culture, Creative Industries & Digital Roadmap	Digital Roadmap Agenda Facilitate the development of the Digital Roadmap agenda.

Directorate / Business Area	Indicator
ESHC	<p>Healthier WMCA Region Enable a healthier WMCA region through a focus on prevention, tackling health inequalities and addressing the wider determinants of poor health.</p>
ESHC	<p>Health In All Policies Enable healthy, thriving communities through implementing a Health in All Policies approach and help drive resources into specific areas of unmet need.</p>
ESHC	<p>Health Inequalities Support the delivery of initiatives that tackle health inequalities.</p>
ESHC	<p>Healthy Workforces Enable healthy, productive workforces and use economic growth as an enabler of health in the region.</p>
ESHC	<p>Deliver Youth Plan Deliver on the Youth Plan : We will deliver on the Youth Plan and Mayoral Pledges for tackling Youth Unemployment across the region including 150,000 jobs and training places.</p>
ESHC	<p>Young Peoples Offer Working with our LAs and key stakeholders we will proactively strengthen and grow existing offers for young people, building on new ideas and innovation.</p>
ESHC	<p>Targeted Interventions Working with our LAs and key stakeholders we will develop and design targeted interventions for the young people that need it the most through localised, place-based delivery activity.</p>
ESHC	<p>Change for Young People We will drive systemic, long-term change for young people through strategy develop and policy interventions. Including activity with government to secure more funding, powers and influence over employment and skills activity in our region.</p>
ESHC	<p>Designed in Inclusion We will 'design in' inclusion into our investments, policies, programmes, and strategies across the West Midlands Combined Authority (WMCA) and collaborate with our partners.</p>

Directorate / Business Area	Indicator
ESHC	<p>Considering Community Voices By working across the public sector, civil society, and the private sector, we will ensure that community voices are considered in our approaches. We are committed to proactively removing barriers and addressing inequalities.</p>
ESHC	<p>Inclusion Systems Change We promote and challenge initiatives to ensure that “systems change” is an essential aspect of WMCA's work.</p>
ESHC	<p>ESHC System Changes We will seek to identify and bring forward system changes for Employment, Skills, Health and Communities. We will build on the opportunities of the Integrated settlement as we move into a multi-year settlement agreement.</p>
ESHC	<p>ESHC Partner Collaboration We will seek to build on, and further strengthen, our relationship with our local authority partners in employment, skills, health and community related areas. We will act as a convenor of wider stakeholders and partners, seeking to maximise impacts and benefits through new or improved collaborations, driving forward innovative system wide changes. This will include improvements in evaluation and assurance of our contracted activity.</p>
ESHC	<p>OPSI Operationalise the Office for Public Sector Innovation, to reduce costs and significantly improve quality of life through community empowerment, integrated systems, evidence-based decision-making, and inclusive growth in areas identified and agreed with partners.</p>
Planning & Policy	<p>Social Value Review Design and social value review - Design and refine the social value review to benefit regional needs.</p>
Investment	<p>WM Co-Invest Increase the effectiveness of WM Co-Invest.</p>

Objective 3.1 - We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system together with our partners that will enable all communities to better access opportunity across the region.

Directorate / Business Area	Indicator
Integrated Transport Services	<p>Transport Customer Experience A focussed on operational excellence across all touchpoints, ensure efficient operational activities that are sustainable and optimised for a customer experience that achieves excellent levels of user satisfaction.</p>
WMRE	<p>Local Accountability for Rail Increase local accountability over rail through the partnership being negotiated with Great British Railways/Shadow Great British Railways.</p>
Strategic Partnerships and Integration	<p>Barriers to Travel Actively seek to reduce barriers to travel.</p>
Strategic Partnerships and Integration	<p>Mass Rapid Transit Engage in the development of option assessment studies for priority routes as identified in the Local Transport Plan.</p>
Policy & Planning	<p>Network Insight Network Insight:- Analyse the transport system to provide deep insight, recommend actions and produce robust evidenced based business cases for schemes and funding programmes.</p>
Policy & Planning	<p>Regional Transport Planning Regional Transport Planning:- Maintain and publish a statutory West Midlands Local Transport Plan and embed transport policy and investment strategy (inc City Regional Sustainable Transport Settlements / Single Pot) in the plans and programmes of the wider WMCA and partners.</p>
Technology & Insight	<p>Smart Payment & Journey Planning Smart Payment & Journey Planning:- Establish and operate the Swift eco-system for easy to use and affordable ways to plan and pay for travel across the whole transport system.</p>

Directorate / Business Area	Indicator
Technology & Insight	<p>Smart Payment & Journey Planning Smart Payment & Journey Planning:- Establish and operate the Swift eco-system for easy to use and affordable ways to plan and pay for travel across the whole transport system.</p>
Technology & Insight	<p>Transport Data Continue to develop and maintain a robust common data environment for the West Midlands transport system.</p>
Technology & Insight	<p>Transport User Research Advance and maintain a deep understanding of the needs, attitudes and perceptions of people who use the West Midlands transport system.</p>
Delivery Directorate	<p>Develop Delivery Directorate Evolve the Delivery Directorate team to become the best delivery team in the West Midlands, with a relentless focus on cost, programme and delivery quality becoming trusted partners both across TFWM, WMCA and the Local Authorities.</p>
WMRE	<p>Reduced Barriers to Travel Make it easier for people to travel by rail as part of an integrated transport network</p>

Objective 3.2 - We will build new and develop current transport infrastructure, so that travel in the region is sustainable, active, and low-congestion and integrated with nationally-important projects such as HS2.

Directorate / Business Area	Indicator
Integrated Transport Services	<p>ITS Planned Delivery Projects Delivery - The current and planned projects being delivered by the ITS Directorate, supported by the Consultant Senior Project Manager, include Coventry Electric Bus City, Full Franchising Assessment (and ongoing consultation), BSIP, Cross City Bus Priority development, ZEBRA, Asset Management System, Bus Depot Strategy, Customer Experience Telephony Project, R&R/DRT TOM Transition Activities, TRTI Project and QR Code rollout. These projects are supported with the development of critical path programmes, risk management and reporting.</p>
Integrated Transport Services	<p>Network Support & Development Network Support and Development - Deliver the region's Vision for Bus and Bus Service Improvement Plan. Coordinate, fund and effectively manage the West Midlands Bus Network including commercial and tendered local bus services, network and service performance, associated concessionary travel schemes and Demand Responsive Transport Services including West Midlands Ring and Ride.</p>
WMRE	<p>Journey Opportunities Establish new journey opportunities by opening new stations and working with the rail industry for better services on Sundays and in the evenings.</p>
Strategic Partnerships and Integration	<p>Major Transport Programme Lead and manage the CRSTS Programme (2022-2027) to deliver the desired outcomes and outputs and realise the required benefits.</p>
Strategic Partnerships and Integration	<p>Strategic Partnerships - TfWM Establish the strategic partnerships at a regional, national and international level aligned to TfWM objectives.</p>
Strategic Partnerships and Integration	<p>HS2 Benefits Ensure that the West Midlands maximises the benefits of HS2 to the region in line with HS2 Growth Strategy.</p>

Directorate / Business Area	Indicator
Technology & Insight	Future Transport Future Transport:- Sustain and grow a vibrant low carbon transport innovation eco-system which improves user experiences and furthers LTP outcomes through grant funded programmes and commercial collaborations.
Metro Directorate	Transport Infrastructure Build and develop transport infrastructure that is sustainable, active, low congestion and integrated.
Metro Directorate	West Midlands Metro Network Expand the West Midlands Metro network to enhance connectivity, serve more communities, and unlock growth and development across the Black Country and Birmingham.
Metro Directorate	Metro Extension Digbeth Extend the Metro in Birmingham to unlock further regeneration in Digbeth.
Network Resilience	Active Travel Establish a walking, cycling, wheeling and scooting programme across the region.
Network Resilience	Traffic Signals Team Development Lead the development of the Traffic Signals team providing advice within TfWM, to partners and other stakeholders up to march 2026.

Objective 3.3 - We will invest in and support housing and regeneration schemes across the region, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery.

Directorate / Business Area	Indicator
Housing Strategy	Affordable & Social Housing Plan Implement the Affordable & Social Housing Plan to meet proposed regional targets.
Housing Strategy	Investment Promotion Engage in Investment Promotional Activities for the region
Housing Strategy	Place Development Panel Run WMCA's Place Development Panel alongside Transport Strategy & Planning
Housing Strategy	Partnering Agreement Manage WMCA's Collaborative Partnering Agreement with the Homes for the West Midlands LLP
Housing Strategy	Strategic Pipeline & Priority Advance the Strategic Pipeline and Prioritisation work.
Planning & Policy	Regional Spatial plan Planning - Establish and organise a mandated regional spatial plan-making process.
Planning & Policy	Plan-Making Land supply Increase land supply through the plan-making process to meet mandated housing requirements.
Property & Strategic Assets	WMCA Strategic Acquisition Lead WMCA Strategic Acquisitions, Disposals and Asset Management programmes.

Directorate / Business Area	Indicator
Property & Strategic Assets	Public Land Charter Deliver a comprehensive programme supporting the effective implementation of the public land charter through collaborative working with the Cabinet Office, Local Government Association, industry taskforces & local partners.
Property & Strategic Assets	One Public Estate Programme Continue the delivery of the One Public Estate Programme through partnership working with Local Government Association and Cabinet Office, including the administration of the Brownfield Land Release Fund.
Property & Strategic Assets	Place Pilots Programme Undertake a review of the success of the Place Pilots Programme which completes in March, to ensure lessons are learned and feedback to Cabinet Office and Local Government Association on the success of the programme.
HPR - Development and Delivery Programme	Development & Delivery Programme Development and Delivery Programme: Increase the capacity of new homes unlocked (contracted projects).
HPR - Development and Delivery Programme	Development & Delivery Contracted Projects Development and Delivery Programme: Increase the number of projects contracted.

Objective 4.1 - We will work with partners to facilitate investment in, and delivery of, programmes to support net zero development such as to retrofit homes and develop smart local energy systems.

Directorate / Business Area	Indicator
SENZ - Environment	<p>Climate Adaptation Plan Support the delivery of the WMCA Climate Adaptation Plan to build the organisation's approach and support the delivery of the WM Adapt project focusing on regional adaptation understanding and capacity.</p>
SENZ - Environment	<p>Community Environment Involvement Involve communities and community groups in the development and delivery of the WMCA's environment programme through the Community Environment Network to improve people's lives and the environment.</p>
SENZ - Energy Capital	<p>Net Zero Energy Transition Net zero energy transition - Create an effective policy environment to enable the net zero energy transition.</p>
SENZ - Energy Capital	<p>Non-Domestic Energy Non-domestic Energy - Influence private investment into behind the meter assets to improve energy resilience and decarbonisation.</p>
SENZ - Energy Capital	<p>Local Area Energy Planning Local Area Energy Planning (LAEP) - Deliver energy plans to ensure the region is planning for the energy infrastructure to meet the region's growth and decarbonisation objectives.</p>
SENZ - Energy Capital	<p>Fuel Poverty Fuel Poverty - 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.</p>

Objective 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.

Directorate / Business Area	Indicator
SENZ - Energy Capital	Retrofit Market Development Net Zero Homes and Communities - Support the development of retrofit market to reduce carbon emissions.

Objective 4.3 - We will develop programmes to drive industrial decarbonisation, and grow the low carbon and circular economy.

Directorate / Business Area	Indicator
SENZ - Environment	WM Resource Reuse Network Continue to deliver the West Midlands Resource Reuse Network to support business exchange of materials and resources for growth, productivity and environmental benefits.

Objective 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.

Directorate / Business Area	Indicator
SENZ - Environment	<p>Air Quality Framework Deliver the Air Quality Framework priorities to improve air quality for people’s health and wellbeing.</p>
TfWM - Strategic Partnerships and Integration	<p>Transport Network Branding Drive a strong, unified brand for the West Midlands transport network will make us: Easy to see, and easier to choose.</p>
CEX - Technology & Insight	<p>Transport Network Electrification Electrification of the transport network:- Drive the de-carbonisation of transport and reduce environmental pollutants.</p>
TfWM - Network Resilience	<p>Safer Travel Plan Implement a new safer travel plan for the West Midlands.</p>
FaBH - Investment	<p>EVCATS Delivery Further the delivery of EVCATS and align this with the FBC (to be approved).</p>

Objective 4.5 - We will increase investment in nature and our surroundings through a regional natural environment plan.

Directorate / Business Area	Indicator
SENZ - Environment	<p>Local Nature Recovery Establish the governance for Local Nature Recovery Strategy delivery and agree the region’s approaches to unlock private finance for nature.</p>

Objective 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.

Directorate / Business Area	Indicator
SENZ - Policy and Integration	WMCA External Profile Increase the WMCA's external profile and standing in the eyes of key regional stakeholders, to advance our regional and national interests.
SENZ - Policy and Integration	Strategy & Policy Development Increase the WMCA's strategy and policy development capability, so that the policies we make deliver the best outcomes for residents and places.
SENZ - SENZ (Homelessness)	Promote Homelessness Taskforce Promote the WMCA Homelessness Taskforce's systemic trailblazer approach to Designing out Homelessness nationally and with other mayoral combined authorities in England, influencing national cross-government policy and programmes to achieve systemic prevention. .
SENZ - Economy (Delivery)	Regional Cluster Strategies Develop regional cluster strategies and related input into National Industrial Strategy with a focus on increasing drawdown of sector/cluster specific funds (either co-designed with govt. or through increased devolution) in reporting period that starts in 26/27.
SENZ - Economy (Delivery)	Economic Delivery Function Contribution Proactively contribute to economic delivery functions review inc., as appropriate, active transitioning of relevant services into any new Economic Delivery Vehicle.
HPR - Housing Strategy	Affordable Homes Framework Design the Affordable Homes Programme Framework for 2026 onwards.
HPR - Housing Strategy	IS Functional Strategy Advance Integrated Settlement Functional Strategy.
HPR - Planning & Policy	Local Remediation Acceleration Plan Adopt a Local Remediation Acceleration Plan for the region.

Objective 5.2 - We will work collectively with central government to gain new powers, resources, and investment channels for the WMCA and local authorities, including double devolution.

Directorate / Business Area	Indicator
SENZ - West Midlands Futures	West Midlands Futures Deliver Generate and subsequent phases of West Midlands Futures.
SENZ - Policy and Integration	Additional Devolved Budgets & Powers Secure additional devolved budgets and powers for the West Midlands, so that we can deliver better outcomes for residents and places.
SENZ - Policy and Integration	Deliver Integrated Settlement Deliver the Integrated Settlement, to generate better policy outcomes through greater local flexibility and control over decision-making.
HPR - Housing Strategy	Strategic Place Partnership Strengthen Strategic Place Partnership with Homes England.

Objective 6.1 - We will deliver collectively as one organisation with a collaborative and inclusive culture, underpinned by best in class enabling services.

Directorate / Business Area	Indicator
HPR - Property & Strategic Assets	<p>Corporate Land & Property Strategy Lead the development and implement the adoption of the Corporate Land and Property Strategy & associated policies.</p>
HPR - Property & Strategic Assets	<p>Corporate Landlord Model Implement a Corporate Landlord model of working with particular focus on good governance and around acquisitions.</p>
HPR - Property & Strategic Assets	<p>Summer Lane Future Detail the options for the future of 16 Summer Lane.</p>
CEX - Health and Safety	<p>Health & Safety Ensure strategic and operational Health and Safety aims and key deliverables are communicated and embedded throughout the WMCA</p>
CEX - Governance	<p>Streamline Governance Support A new single point of contact with enabling services to streamline support provided by Enabling Services throughout the projects & programmes lifecycle.</p>
CEX - Governance	<p>Refurbishment of Room 116 Complete refurbishment of Room 116 giving us a new multipurpose space primarily for Member and other external meetings to provide benefits to partnerships with Members, the presentation and reputation of the organisation, the security of Members and the Summer Lane building, and the ability to hold meetings of the WMCA Board at Summer Lane.</p>
CEX - HR	<p>Organisation Design Deliver collectively as one organisation with a collaborative and inclusive culture, underpinned by best in class enabling services</p>

Objective 6.3 - Ensure our workforce have the skills and competencies to deliver our strategy.

Directorate / Business Area	Indicator
TfWM - Network Resilience	<p>Transport Workforce Knowledge Upskill existing workforce to gain professional accreditations, increase their knowledge, skills and behaviours in key roles across the region by April 2026.</p>
FaBH - Finance	<p>Finance Information & Training Deliver and implement enhancements to our training offer and financial management information.</p>
FaBH - Procurement	<p>Implement Procurement Act Adopt and implement the Procurement Act.</p>
CEX - Legal	<p>Recruitment To recruit to the vacant substantive posts to ensure we can meet the CA's changing needs</p>
CEX - OD&E	<p>Redefine People & Culture Strategy in line with organisational transformation Redefine and implement a People and Culture strategy to ensure our People are enabled to develop and deliver in line with our transformation.</p>

Objective 6.4 - We will empower our organisation through digital-first and data enabled ways of working across all our activity.

Directorate / Business Area	Indicator
SENZ - Research and Intelligence	<p>Redesigned Digital Approach Contribute to redesigned approach to digital, data, analysis and technology including refreshed enterprise digital and data approach, leading to improved user experience and visibility of Conway platform and integrated digital and data systems within WMCA, with constituent local authorities, and externally.</p>
CEX - Digital & Data	<p>Digital Workforce & Systems Deliver activity that enhances and modernises infrastructure and systems to underpin digital ways of working, improve resilience and develop our digital workforce. Deliver activity that supports WMCA's transformation programmes and improvement of core services across the business to enable joined up working through streamlined processes, integrated workflow and enhanced data usage. Deliver activity that supports our internal customers and partners to meet their local needs and enable the business outcomes for their specialist areas.</p>

Objective 6.5 - We will provide leading support for a diverse workforce and demonstrate excellent equality and diversity practice.

Directorate / Business Area	Indicator
CEX - OD&E	<p>An Environment of Belonging Embed plans and activities for the organisation's internal and external functions to meet the requirements as set out in the WMCA equality scheme. Deliver the workplace wellbeing strategy and support.</p>

Objective 6.6 - We will involve citizens with our work to put their views at the heart of our planning, decision-making and delivery.

Directorate / Business Area	Indicator
SENZ - SENZ (Homelessness)	Learning Around Homelessness Capture, evaluate and share learning around homelessness.

Objective 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.

Directorate / Business Area	Indicator
SENZ - Outcomes, Evaluation and Learning	Outcomes & Evaluation Deliver the outcomes and evaluation approach aligned to Inclusive Growth and work towards making the WMCA an evidence-informed learning organisation.
SENZ - Outcomes, Evaluation and Learning	IS Evaluation & Learning Deliver the evaluation and learning capacity, approach, systems in the WMCA for the Integrated Settlement and contribution to the wider transformation towards a combined authority region wide integrated approach to monitoring, evaluation and learning.
HPR - Property & Strategic Assets	Property Asset Management System Procure and implement a new Property Asset Management System including any required data gathering and cleansing.
TfWM - Network Resilience	Regional Transport Skills Programme Establish a package of interventions to keep the West Midlands moving, safe and prepared for emergencies and major events.

Directorate / Business Area	Indicator
FaBH - Business Improvement	Corporate Risk Management Embed consistent and effective risk management.
FaBH - Business Improvement	Performance Management Approach Embed a performance management approach to support data driven and evidence-based decision making.
FaBH - PA&A	SAF Business Cases Drive the development of mature business cases (against HMT Green Book guidance and WMCA priorities).
FaBH - PA&A	SAF Risk Reduction Ensure effective identification, assessment and mitigation of project/programme risks to enhance project success rates.
FaBH - PA&A	SAF GAF Compliance Respond to HM Government guidance and update the WMCA Assurance Framework.
FaBH - PA&A	Integrated Settlement Operations Ensure the Integrated Settlement Operating Model incorporates appropriate assurance processes and controls.
FaBH - Finance	Finance Efficiencies Continue to look for efficiencies across the source to pay process to deliver benefits for the organisation and external partners.
FaBH - Finance	Financial Management Deliver robust financial management of the organisation's finances and ensure plans are in place to secure financial sustainability.
FaBH - Procurement	Organisational Procurement Strategy Develop, draft, approve and then early/initial rollout of an organisational Procurement Strategy.
FaBH - Investment	Investment Programme Benefits Dashboard Produce a Benefits Dashboard for the Investment programme.

Directorate / Business Area	Indicator
CEX - Governance	<p>Corporate Governance Panel Review A review of the Corporate Governance Panels improving internal decision-making including a clearer and effective structure .</p>
CEX - Governance	<p>Investment Decision Routes Review A review of the routes to investment decisions improving the efficiency and scrutiny in WMCA formal decision making.</p>
CEX - Governance	<p>WMCA Constitution Updates Updates to the WMCA's Constitution ensuring its accuracy and improving the quality of it and making it more accessible to officers, members and the public.</p>
CEX - FM & WS	<p>Workplace Services Manage and deliver well designed, fit for purpose, safe, efficient, secure, sustainable and good value for money Facilities and Workplace Services for WMCA and its estate tenants.</p>
CEX - Audit	<p>Internal Audit Plan Deliver a comprehensive and risk-based Internal Audit plan to provide objective assurance on the adequacy and effectiveness of governance, risk management and internal controls with the WMCA.</p>
CEX - Audit	<p>Audit Recommendation Implementation Promote and oversee the implementation of audit recommendations to deliver effective change and improvement within the organisations internal control, governance and risk processes.</p>
CEX - Audit	<p>Information Governance Further strengthen and develop the governance and protection of information and data within the Organisation, including ensuring compliance with data protection legislation.</p>
CEX - Legal	<p>Streamline GFA's Standardised Grant Funding Agreements to support delivery across the CA.</p>
CEX - Legal	<p>Streamline Contract Documentation Streamline Contract Documentation - Standardised Contracts i.e. Goods, Services, NDA's, Consultancy Agreements to support delivery across the CA.</p>

Directorate / Business Area	Indicator
CEX - Legal	Update the Constitution To ensure the Constitution is up-to-date and legally compliant.
CEX - Governance	Scrutiny Awareness Campaign To raise awareness and understanding of the overview & scrutiny function of the WMCA amongst directors and senior officers.

West Midlands Bus presents **You're Bussing It**

Milan Topalović's illustrations are a soft homage to the Golden Age of Steam UK travel posters, originally by Laurence Fish in the 1950s and 60s.

Proposed by I Choose Birmingham and commissioned by West Midlands Bus, Milan's art perfectly represents the region through five retro pieces.

"As a Birmingham-born illustrator with a huge passion to celebrate the city, this was a dream gig", he said. "We discussed so many options, somehow whittled it down to a very neat, curated collection of posters that I hope burst with life and colour, like hearing an album that starts with five hit singles"

Buy prints at milanillustrator.com/shop



West Midlands Combined Authority

Milan's work brilliantly captures how a simple bus journey can take you to some of our region's most beautiful and vibrant places," said Richard Parker. "His love for Edgbaston Reservoir, the Bull Ring and of course the world famous number 11 route really shine through in the posters."

Picking a local artist has really paid off. These posters are an inspiration and an invitation for people to go out, get on a bus and experience these wonderful destinations for themselves."



Richard Parker
Mayor of the West Midlands

Work in progress

Artist's inspiration

How to Bus It

Enjoy the final sunshine days of Edgbaston Reservoir by hopping on the number 80 bus from Upper Dean Street at the Bull Ring Markets. It swings by Five Ways Island before dropping you right by the reservoir, terminating all the way over in West Brom.

Birmingham-on-Sea

"Birmingham-on-Sea is the first of my five vintage-style travel posters," says Milan. "It's my playful take on Laurence's charming 1950s designs celebrating traditional English getaways. To get to the heart of all the classic design signatures and painterly local scenes travel posters from around the world."

I gathered around 100 of my favourite, and then selected my favourite for the finished set, each of which I challenged myself to stand boldly as an artwork, like all the classics."

"The classic travel poster design has a long history and continues to inspire regional 'artwork' and the Birmingham region. I'm proud to see this region's history and heritage celebrated in this way."

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You're Bussing It



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