



West Midlands Combined Authority

Corporate Plan 2026-2029



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Mayor's Foreword

The West Midlands is a region with enormous strengths: a proud industrial heritage, a diverse and resilient population, and a track record of innovation that continues to shape our future. My ambition is clear: to build a region that offers opportunity to every community, where prosperity is shared, and where people can see and feel progress in their daily lives.

The role of the West Midlands Combined Authority is to turn ambition into action, into better jobs, more homes, improved journeys and stronger growth. Above all, it exists to make a tangible difference to the lives of the people we serve.

Our priorities - jobs, homes, growth and journeys - remain at the heart of everything we do. This plan shows how these priorities are integrated with our wider Growth Plan and the broader strategies that will drive the region forward. We are focused not only on economic success, but on ensuring that success is inclusive, sustainable and visible in every part of the West Midlands.



We are already taking practical steps to deliver that change. Our move towards bus franchising is one of the clearest examples of long-term regional leadership, giving us the tools to improve reliability, increase accountability and provide the quality of service that passengers expect and deserve. At the same time, the creation of the Mayoral Development Corporation strengthens our ability to unlock key sites, accelerate regeneration and shape places where people want to live, work and invest.

We are making the case for the West Midlands with government and investors alike, ensuring that this region secures the backing it needs to succeed. We are determined that growth is felt more widely and more fairly, reaching the communities that have too often been left behind.

This Corporate Plan reflects what people consistently tell us matters most: access to good jobs, decent homes, reliable transport, thriving town and city centres and a better future for the next generation. It is grounded in partnership, working closely with our local authorities, businesses and communities, while providing clear and visible leadership at a regional level.

I am proud of what the West Midlands has achieved so far. I am even more determined about what comes next. Together, we will go further, building a region that not only grows, but thrives, and where every resident can share in its success.

Richard Parker
Mayor of the West Midlands



Chief Executive's Foreword

This Corporate Plan comes at an important moment for the West Midlands. Ours is a region of huge strengths and growing confidence, with the opportunity to translate long-term ambition into practical delivery that improves everyday life for the people and places we serve. Over the next three years, this plan sets out how we will do that: with greater clarity, stronger focus and a clear line of sight from regional priorities to real-world outcomes.

As a strategic authority now ten years into its journey, the WMCA is a maturing strategic institution with a clearer role in aligning investment, delivery and partnership working across transport, housing, jobs and skills, growth, energy and public service innovation. Our recent Local Government Association (LGA) Corporate Peer Challenge found “strong evidence of pride in place and a shared determination across political and officer leadership to make a difference for communities ... ambitious and self-aware, with a strong commitment to inclusive growth and better outcomes for the region’s 3 million residents”.



Now is the time to seize the moment. The West Midlands Growth Plan, published in 2025, was a first of its kind for the region, offering a compelling vision and ‘guiding north star’ for the West Midlands. That is an important foundation for this plan.

This is no time to stand still. This plan reflects the work already under way to strengthen our foundations so that we can deliver with more discipline, consistency and impact. It is about making the most of stronger devolution, being ready for further responsibilities through the English Devolution and Community Empowerment Act and wider reforms.

As we grow and develop, we are also committed to working smarter and doubling our impact. This Corporate Plan sets out how we will ensure that public investment delivers visible results and better value for money. Above all, it is about making progress that is felt more widely across our communities — creating opportunity, widening inclusion and improving public benefit.

I am confident that the West Midlands is ready for the next phase: more collaborative, more delivery-focused, more ambitious for our future. We are more committed than ever to making our impact ‘for everyone’

Ed Cox
Chief Executive of the
West Midlands Combined Authority

Section 1 - Our Corporate Plan

Together we are making the West Midlands the best place to live, work and visit.

The WMCA exists to make the West Midlands the best place to live, work and visit.

We were created a decade ago, when the seven leaders of our constituent local authorities secured powers over transport, skills, investment and housebuilding from central government.

As devolution has developed, our role has grown with it. Now, we are an established mayoral strategic authority (MSA) at the forefront of English devolution and with a track record of delivery and innovation.

At the WMCA's tenth anniversary and beginning of a new municipal year, this Corporate Plan looks firmly to the future. We are setting out the priorities agreed by our region for the next three years, backed by £3.6 billion of investment and with an ambition to leverage much more from other sources to deliver lasting impact.



What This Plan Sets Out

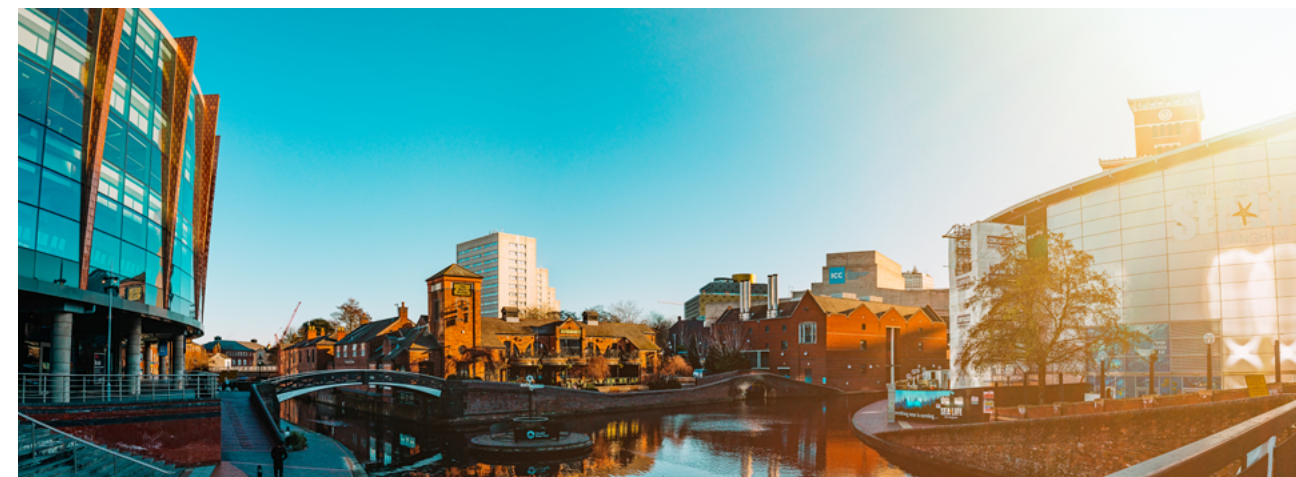
- What the WMCA is
- What our priorities are as an organisation
- What we will deliver over the next three years
- How we work
- How we will measure progress

Section 2 - The West Midlands Combined Authority

Our region

The West Midlands is the UK's second city region, with over three million residents and a £92 billion economy spanning cities, towns and boroughs with complementary strengths. What binds us together are shared labour markets, transport networks, supply chains and opportunities that cross local authority boundaries every day.

Our region is known around the world for its strong heritage of innovation and enterprise, alongside fast-growing modern strengths in advanced manufacturing, green industries, health technologies, digital and creative sectors. A powerful university and research base, strong innovation assets and exceptional national connectivity reinforce these advantages.



Yet challenges have remained. Productivity, the bedrock of residents' living standards, lags behind the national average. Poverty and deprivation are too high. Access to opportunity is uneven. Some communities continue to face barriers linked to health, skills, housing and connections to work.

Our role

Strategic authorities exist to help their regions succeed. They do this by working alongside and in partnership with local authorities to deliver on large scale initiatives such as transport, planning, skills and training and economic development, where delivering at a regional scale makes sense. Strategic authorities are not involved in the running of local authority services such as adult social care, social housing or refuse collection.

The WMCA is led by the Mayor of the West Midlands. Through the WMCA Board, our highest decision-making body, the Mayor works with the leaders of our seven constituent local authorities to ensure our shared regional priorities are shaped by local accountability and knowledge.

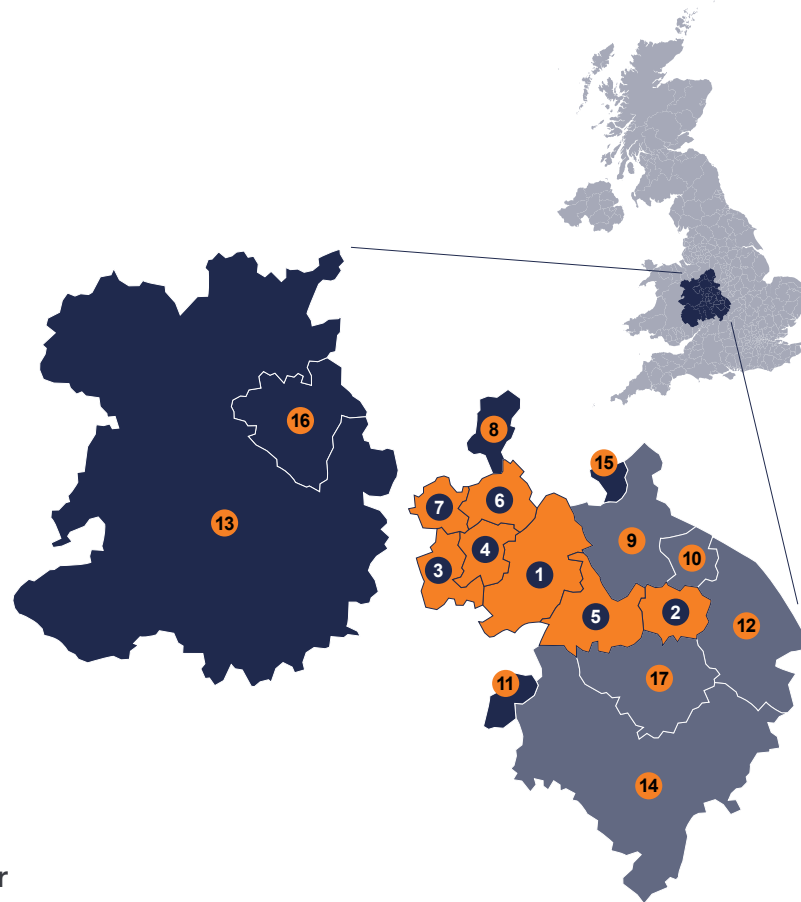
Our role is to address our cities' and boroughs' shared challenges and opportunities. We use our devolved budgets and powers to improve our residents' day-to-day lives, working in partnership with other local, regional and national organisations.

The [West Midlands Growth Plan](#) sets out the ten-year vision and shared priorities for what we, as a region, are trying to achieve. This Corporate Plan shows how, over the next three years, the WMCA and its partners are turning long-term ambition into tangible change in all parts of the West Midlands.

The Region

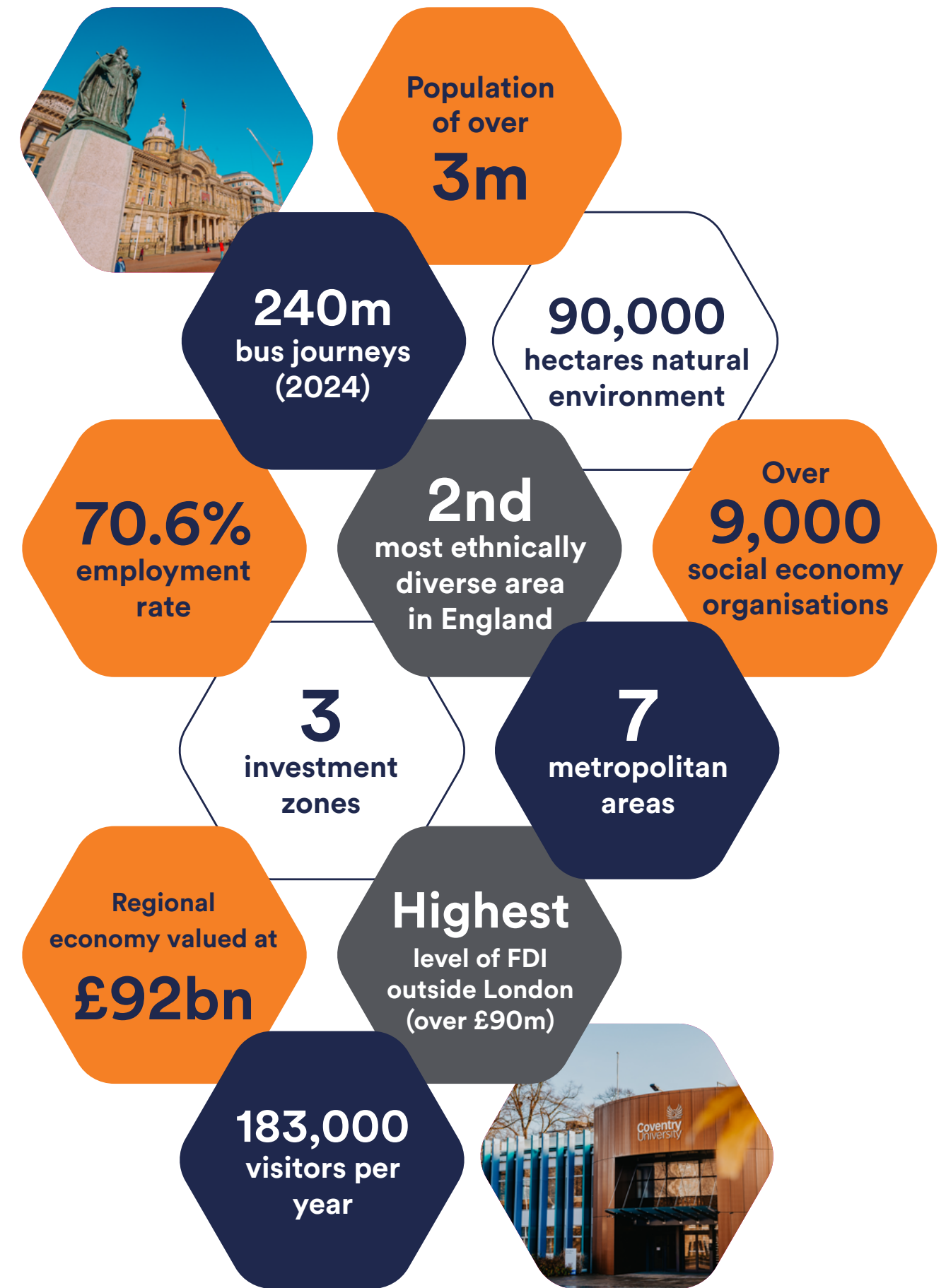
1. Birmingham
2. Coventry
3. Dudley
4. Sandwell
5. Solihull
6. Walsall
7. Wolverhampton
8. Cannock Chase
9. North Warwickshire
10. Nuneaton and Bedworth
11. Redditch
12. Rugby
13. Shropshire
14. Stratford-on-Avon
15. Tamworth
16. Telford and Wrekin
17. Warwick

■ Constituent member
■ Non-constituent member
■ Warwickshire Country Council



Why The West Midlands Matters

- **People.** We are young, diverse and growing.
- **Scale.** Our £92 billion economy means there is no route to a more productive and prosperous UK that doesn't include the West Midlands making a bigger contribution to national growth.
- **Investment and innovation.** We have nationally leading strengths in investment and innovation - [It Starts Here](#).
- **Connectivity.** We sit at the centre of the nation and 90% of the population can get here in less than a four-hour journey. In the 2030s, HS2 will give us unrivalled national and international connectivity.
- **Our history and heritage.** Invention, re-invention and innovation are part of our identity as a region.



Our Governance

The WMCA operates under a governance model designed to ensure democratic accountability and effective decision-making for the region.

The democratic mandate that underpins the priorities of the WMCA comes from the Board of the WMCA and the Mayor of the West Midlands, both of whom are accountable to the residents of the region.

The Board

The WMCA Board is the main decision-making body. It is made up of:

- The Mayor of the West Midlands, who is directly elected by the public and provides the primary democratic mandate for the WMCA.
- Leaders and Deputy Leaders of the constituent local authorities (councils within the WMCA area), who represent the choices made by residents at local elections and agree shared regional priorities.
- Non-constituent local authorities and partners who contribute to regional priorities but have fewer decision-making rights than constituent local authorities.

The WMCA Board has responsibility for setting the budget of the WMCA, agreeing all major strategic and corporate priorities, plans and objectives, taking decisions of over £20m and agreeing financial delegations. Decisions are agreed by a simple majority including the Mayor.

The Mayor’s Role

Elected every four years, the Mayor is the political leader of the WMCA and holds a direct mandate from voters across the region. The Mayor:

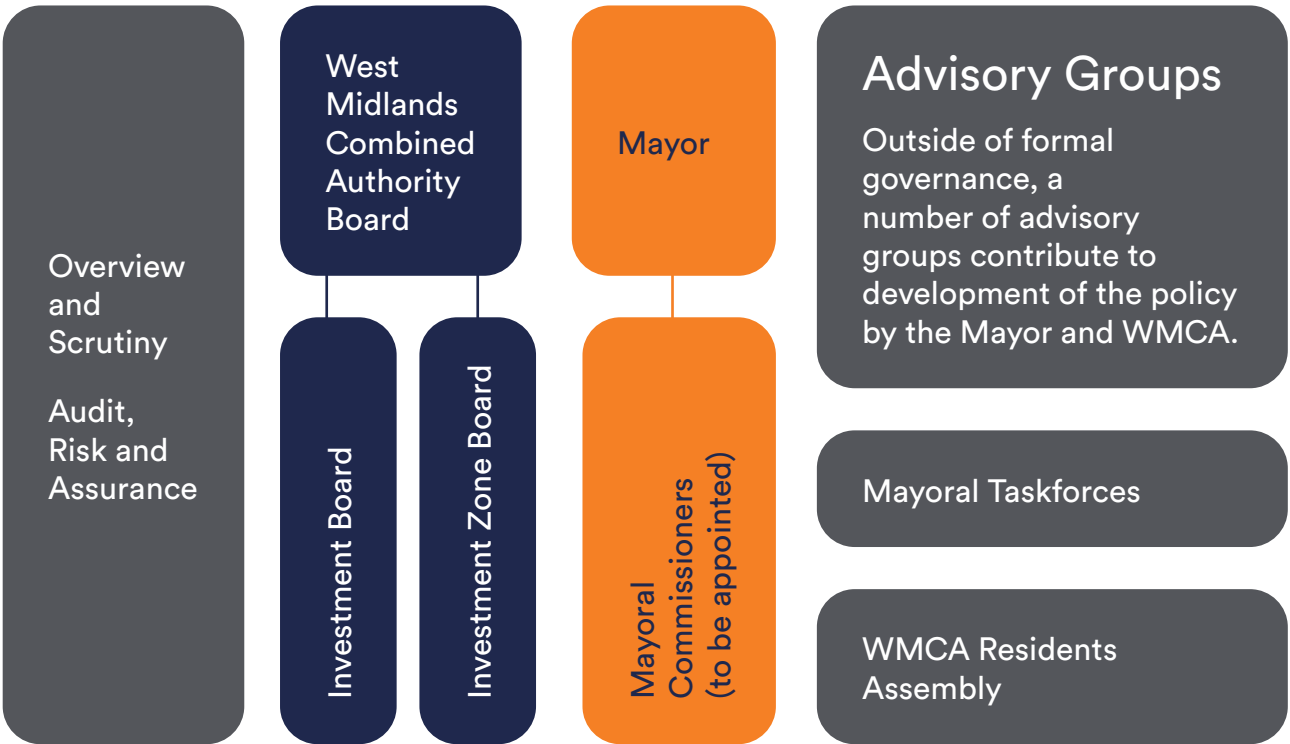
- Chairs the WMCA Board.
- Has a set of delivery priorities that are integrated into this Corporate Plan and day-to-day business planning.
- Works collaboratively with council leaders, local and regional partners to deliver regional objectives and change.
- Oversees four Mayoral Taskforces to involve external partners in shaping the delivery of our priorities.
- Can appoint Mayoral Commissioners to operate within one or more of the WMCA’s areas of competence (e.g. transport and infrastructure, skills and employment).
- Represents the region nationally and internationally, particularly to central government.

Other Boards and Functions

WMCA has 2 other formal decision-making boards – Investment Board and Investment Zone Board. They are made up of cabinet members from constituent local authorities, and they make investment decisions of up to £20m, or make recommendations to WMCA’s Board for decisions over £20m.

To ensure transparency and accountability, the WMCA also has external scrutiny and audit functions - the Overview and Scrutiny Committee and Audit, Risk and Assurance Committee. Made up of local authority councillors, these functions play an important role in holding the Mayor and the region’s decision-makers to account. The Overview and Scrutiny Committee can ‘call in’ decisions before they are implemented for further discussion. They can request reports on specific programmes of work. The Audit, Risk and Assurance Committee makes sure risks are managed, controls are working, and financial reporting and governance are sound.

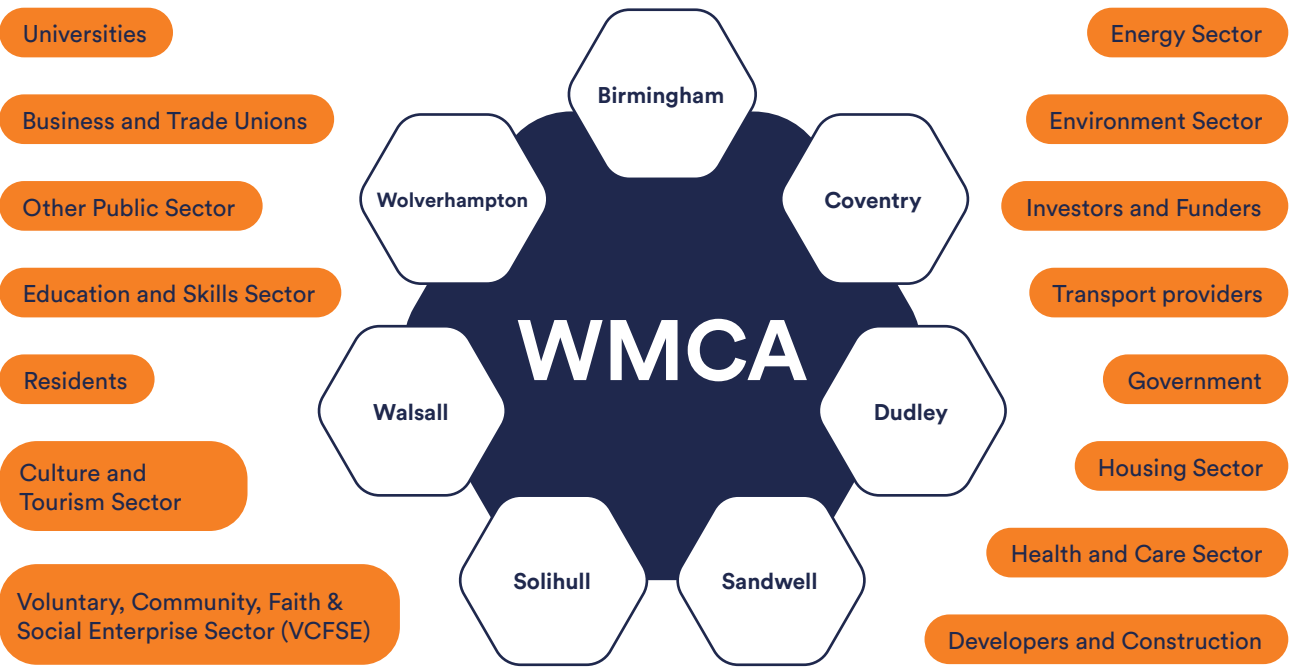
The agendas, reports and minutes of all formal meetings are published here (www.wmca.moderngov.co.uk), so residents can see how decisions are made.



Through the recent English Devolution and Community Empowerment Act, small but significant changes are being made to the governance of mayoral strategic authorities. These will provide further powers to mayors but also enhance local scrutiny and public accountability. The WMCA will adapt its governance accordingly.

Our Partners

Much of what we do depends on the success of our partnerships. We can only deliver our shared regional ambitions by working together across different sectors, unlocking collective impact that is far greater than any organisation can achieve alone.



Our relationship with the 7 constituent local authorities that make up the WMCA is the most central of all. The West Midlands Growth Plan, West Midlands Partnership Plan, and stronger collective regional leadership have helped give this relationship greater coherence, generating shared regional priorities that are rooted in the ambitions of places across the region.

Wider partnerships matter just as much. We work with central government, public bodies, business, colleges, universities, housing partners, civic organisations and communities across the region on an almost daily basis. They offer insight to shape our priorities. Many are involved in the day-to-day delivery of our programmes. We champion their work. Partnerships are how the work we need to do gets done.

This is our ‘team West Midlands’ approach to delivering our shared priorities.

Alongside it, we are strengthening how we involve residents in shaping our priorities, including through a recently established Residents’ Assembly. We are also in the process of refreshing our economic relationships with places outside of the WMCA area.

Case Study: Residents’ Assembly

The WMCA has established a Residents’ Assembly as a transparent, structured way for residents to influence regional decisions and bring lived experience to help us design policy. The residents involved are recruited from across the region and are reflective of our population in terms of demographics (e.g. age, gender, ethnicity, social class) and sometimes relevant attitudes (e.g. preferences for a small or large state). The Assembly focuses on one issue at a time over a series of sessions, and their recommendations are then taken into consideration by WMCA and our partners as we design policies and programmes of work.

The Assembly is one part of our evolving approach to community engagement. We do not see engagement and consultation as a one-off activity, or something that is done at the end of a process. We regard it as something fundamental and are putting it at the heart of what we do .



Case Study: West Midlands - East Midlands Compact

The establishment of East Midlands Combined County Authority in 2024 provided an opportunity to harness the collective strengths of both areas to make the Midlands more influential, more competitive and better positioned to secure investment and jobs

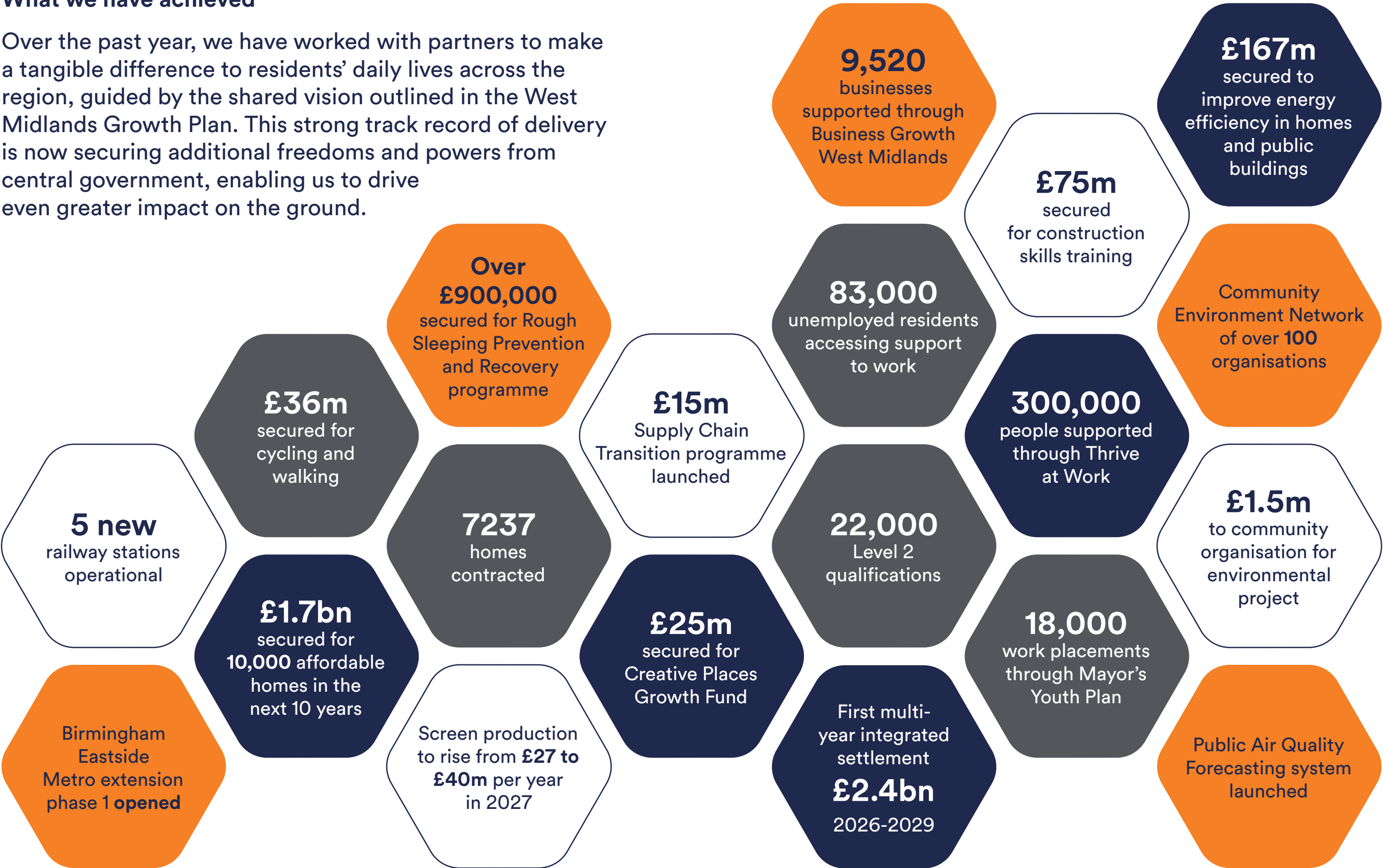
In 2025 the Midlands Compact was created, committing both authorities to work together across 6 key areas – investment and innovation, research and intelligence, defence and security, transport, inward investment and our Midlands story – nationally and internationally

Some key achievements from the past year include

- £4m invested into “Midlands Mindforge” Ltd to support businesses to grow.
- A Midlands Defence Blueprint published and the Midlands Defence and Security Industry Council launched.
- Joint working opportunities identified with the Department of Transport and Network Rail to support east-west connectivity.
- A joined-up Midlands story on the national and international stage, better showcasing our offer to investors and to Government.

What we have achieved

Over the past year, we have worked with partners to make a tangible difference to residents’ daily lives across the region, guided by the shared vision outlined in the West Midlands Growth Plan. This strong track record of delivery is now securing additional freedoms and powers from central government, enabling us to drive even greater impact on the ground.



Section 3 - Our Priorities

We want the West Midlands to be a region where more people can build a better life for themselves and their families. Where businesses can grow with confidence and create good jobs. Where places, towns and cities feel stronger and better connected. Where the region tells its story with confidence and pride.

Our West Midlands Growth Plan, published in July 2025, sets out a clear and ambitious vision for the coming decade. Rising living standards in all parts of the region. Lower poverty and deprivation. More people entering and progressing into good quality work. Places that are more prosperous and resilient, anchored around vibrant, 21st century high streets. Seizing the opportunities of and becoming more resilient to climate change. Developed with our partners, backed by government and underpinned by data, the West Midlands Growth Plan is already being delivered in communities across our region.

This Corporate Plan clarifies our priorities as an organisation - bringing together the West Midlands Growth Plan, the priorities of the Mayor and our unwavering commitments to inclusive growth and equalities - and sets out how we are turning our shared priorities into delivery over the coming three years.

- **People.** We are empowering the people of the West Midlands to get on in life.
- **Business.** We are enabling the businesses of the West Midlands to become more productive and provide good jobs.
- **Place.** We are making the places of the West Midlands more prosperous and resilient.
- **Story.** We are telling the West Midlands' story and strengthening its partnerships.

These are the long-term, ten-year priorities for the region and WMCA, into which the Mayor's priorities - delivering jobs, homes, journeys and growth for everyone - are fully integrated.

Our priorities are translated into delivery through six delivery portfolios, which every WMCA staff member and partner has a role to play in. Bus drivers move people across the region, helping millions of residents to access work. Corporate Services teams deliver funding to businesses, helping them to scale up and grow. Our Safer Travel Partnership makes public transport and our places safer. Communications teams tell our region's story on the airwaves every day, bringing more investment into the region.

Alongside this Corporate Plan, we are introducing an Impact Toolkit to help every individual, team and partner see how their work connects into our shared priorities - an easy-to-use method to help us to double our impact as an organisation.

We are fully committed to our Public Sector Equality Duty, and will actively work to address inequality, promote cohesion and improve opportunities and outcomes for all our communities.



The impact we will deliver



How we will deliver it



How we will deliver our priorities over the next three years

What we choose to focus on over the next three years matters, but so will the way those priorities are brought together and delivered.

We will concentrate on the areas where we can make the biggest difference and where regional leadership adds something that individual organisations cannot do as effectively on their own.

For each delivery portfolio, we are clear about:

- What we have done to-date.
- the outcomes we will deliver over the next three years and how we will measure progress (set out in the Annexe).
- What we will deliver in practice.
- The strategies and plans that guide delivery.

Economy

Economic strength matters most when people can see and feel it in the places where they live and work. The Economy portfolio brings together key programmes that support the West Midlands Growth Plan and the Mayor’s priorities, with a clear ambition to grow the region’s economy, raise living standards, and reduce social and geographic inequalities.

Over the next decade, this work will help deliver inclusive and sustainable growth across the West Midlands, reflecting the Mayor’s commitment to “Growth for Everyone” and the region’s ambition to become net zero by 2041.

The West Midlands has strong foundations in advanced manufacturing, digital and creative industries, life sciences, professional services, green industries, and world-class universities. The focus is now on turning that strength into stronger local economies, better jobs, higher productivity, and renewed confidence across all our cities and towns. We will back sectors with high growth potential and support businesses to innovate and transition into new technologies. We will place energy efficiency, good work, and social enterprise at the heart of economic development.

Delivery builds on and accelerates our existing activity across the region, including improved business advice, high street regeneration, supply chain transition support, support for the night-time economy and major events, creative industries programmes and strong partnership working. By attracting investment, improving access to finance, and aligning economic decisions with housing, transport and place, we will ensure growth is felt more widely across

the region. An enhanced West Midlands Growth Company will lead this work supporting clusters, attracting investment, and promoting the region. Success will be measured not just by investment secured, but by stronger centres, greater opportunity and better jobs closer to home.

The establishment of the Birmingham East Mayoral Development Corporation, in partnership with Birmingham City Council, will create a focal point for a catalytic investment of £11bn, creating 50,000 jobs and 20,000 homes to benefit residents across the whole of the West Midlands.

The strategies and plans that guide delivery

- 1 West Midlands Growth Plan
- 2 Culture and Creative Industries Framework
- 3 Social Economy Growth Framework



Successes so far:

- West Midlands Investment Zone programme fully live across the region, attracting new investors and boosting existing business opportunities through £65m investment.
- Reached 9,520 businesses across the region through Business Growth West Midlands, with 1,961 intensively supported to increase GVA growth by an estimated £10k per job.
- Delivered over 3,500 business energy audits saving 200GWh/yr and 69,000 tonnes of carbon.
- Secured £25m for the Creative Places Growth Fund programme and established a new regional film office function - Production Central.
- Secured the £50m Supplier Readiness and Transformation Fund to boost EV manufacturing readiness and strengthen the regional automotive sector.
- Formed the West Midlands Night-Time Economy Commission to support and revitalise the region’s nightlife, hospitality, and culture sector to protect over 100,000 jobs, address high closure rates and create a strategy to 2030.

Over the next three years we will:

- Deliver a coordinated suite of programmes to support high-potential businesses, scale key clusters, attract international investment to priority sites. Drive innovation-led growth in advanced manufacturing, health-tech and the creative industries through the re-invigorated West Midlands Growth Company.
- Deliver a suite of complementary business support programmes to strengthen resilience and inclusive growth. These include Made Smarter to accelerate digital manufacturing adoption, energy efficiency grants to cut costs and emissions, and local enterprise support delivered with local authorities and community partners.
- Provide support to secure developers and occupiers for over 500,000 sqm of specialist employment land for the West Midlands Investment Zone, creating high-value jobs and providing a demand-boost for supply chains across the region.
- Work with local authorities and communities to deliver a £10m High Streets and Markets programme supporting the revitalisation of local centres.
- Deliver a Social Economy programme to build infrastructure, networks and capacity for social enterprises and diverse entrepreneurs.
- Fully establish the Birmingham East MDC for transformational regeneration projects to the east of Birmingham City Centre and explore the roll-out of appropriate vehicles across the wider region.

Housing, Planning and Regeneration

Housing is central to improving quality of life, supporting regeneration, and driving inclusive growth across the West Midlands. Over the next three years, the WMCA will work with partners to lead a transformative housing agenda to deliver more affordable, sustainable, and well-connected homes, responding to rising demand and affordability pressures while enabling economic growth.

At least 12,200 new homes are needed each year and there is strong demand for social and affordable housing. We will focus on increasing supply, supporting everyday workers, and creating more prosperous, resilient places by aligning housing growth with transport, jobs, regeneration, and net-zero ambitions.

This will improve social outcomes by making it easier for people to access safe, affordable, and well-located homes that support healthier, more secure lives. Increasing the supply and mix of affordable homes to address longstanding, unmet need can reduce overcrowding, homelessness and reliance on temporary accommodation. In turn, families gain stability, which is essential for good health, education, and employment. Better-quality, energy-efficient homes help reduce fuel poverty, and long-term health issues. Locating more affordable housing closer to jobs, services, and transport also helps everyday workers stay connected to opportunity. Well-planned developments strengthen communities and create places where people can thrive.

The strategies and plans that guide delivery

- 1 West Midlands Growth Plan
- 2 Spatial Development Strategy (in development)
- 3 Strategic Place Partnership
- 4 Local Remediation Accelerator Plan
- 5 Heritage Framework
- 6 Approach to Designing Out Homelessness



Successes so far:

- Contracted a record 25 projects over the previous financial year, committing £129.24m and bringing forward 7,237 homes, including 2,452 affordable homes (1,086 for social rent), representing 34% of all homes contracted).
- Delivered the Social Housing Accelerator Fund, enabling the conversion of over 700 new homes to social rent properties, providing additional homes at the most affordable tenure.
- Creation of the Sustainable Development Strategy approach in conjunction with local authority partners.
- Concluded the WMCA Rough Sleeping Initiative Programme after five years, investing more than £2.7 million and supporting 6,381 individuals.
- Secured over £900,000 for the Rough Sleeping Prevention and Recovery Grant, supporting 488 people at the highest risk of returning to rough sleeping.

Over the next three years we will:

- Continue prioritisation of development on brownfield and under used land, supporting sustainable growth and regeneration across the region.
- Unlock a further 7,500 homes by 2029, with a minimum 20% classified as affordable.
- Deliver the 10-year West Midlands priorities for the Homes England Social and Affordable Homes Programme, and wider Affordable Homes strategy.
- Deliver the West Midlands Remediation Action Plan to ensure the safety of residents by quickening the pace of essential safety works on high-rise buildings across the region.
- Expand access to Stepping Stone accommodation so young people, especially those without family support, can secure accommodation, find work, and live independently.
- Establish a Supported Housing Funding Programme totalling over £18m.
- Support small and medium size developers to access small brownfield sites for housing delivery.



Energy and Environment

Energy and environment affect the way we live our lives and the prosperity of the region.

They shape the cost of heating and powering our homes and businesses, the resilience of local infrastructure, the quality of neighbourhoods and the long-term security of the regional economy.

Our energy and environment programmes are about improving places, building resilience to economic shocks and creating opportunities for people and businesses to thrive. This includes making warmer homes and lowering bills, providing access to infrastructure that is smart and secure when we need it, creating better green and blue spaces, improving air quality and increasing our preparedness for extreme weather.

As the WMCA we remain committed to achieving a fair and just evolution to a cleaner, healthier and more resilient West Midlands for our residents. Our goal is to be carbon neutral by 2041; our Climate Change Five Year Plan sets out the next steps we will take towards this goal.

Our Energy Capital partnership is working hard to achieve a just energy transition, where investment is appropriately channelled to meet the needs of our diverse communities, enable timely decarbonisation and create a thriving market for clean-tech innovation and economic growth. Over the next three years our focus will be on: improving the energy performance of homes and buildings; helping businesses to become more resilient to energy price shocks, reduce their environmental impact and support skills development and high quality job creation; and ensuring that we

plan effectively for future energy needs and investment flows into infrastructure where it is needed to enable housing, regeneration and business growth.

Our environment programme has four themes: nature, air quality, circular economy and climate adaptation. Delivering these priorities involves creating networks to support business and communities; securing funding and attracting private investment; understanding our need and impact through effective use of data; and providing policy and guidance to steer action.

The strategies and plans that guide delivery

- 1 West Midlands Growth Plan
- 2 Regional Energy Strategy
- 3 Climate Change Five Year Plan
- 4 Climate Adaptation Plan
- 5 Local Nature Recovery Strategy and Nature Delivery Plan
- 6 West Midlands Air Quality Framework
- 7 Circular Economy Routemap

What we have delivered to-date:

- £77m capital investment in energy efficiency measures for 3000 homes across the region, targeted at social housing and fuel poor households.
- Launched a multi-year West Midlands Buildings Retrofit Programme, funding 25 councils and housing associations to improve homes of all tenures.
- Expanded neighbourhood led energy projects to reach 350 homes across seven areas, creating 10 local area energy plans and paving the way for long-term investment into our places.
- Provided £1.5m in grants to over 50 community organisations to deliver environmental activity that matters most in their area.
- Established a Community Environment Network of over 100 organisations and secured £500,000 from the National Lottery to expand its reach.
- Launched a regional air quality forecast and alert service, helping people, especially those with health conditions, plan their day safely when pollution levels are high.
- Launched the West Midlands Resource Reuse Network to support businesses with materials and resource efficiency, reducing costs and increasing resilience.

Over the next three years we will:

- Deliver building improvement retrofits for low-income households to make them warmer, healthier and cheaper to run.
- Deliver a portfolio of local energy projects, from community schemes to heat networks, capable of attracting investment, including grant and public and private equity to increase our impact.
- Deliver investment infrastructure that enables our places to access funding and finance for energy improvements. This will help improve housing quality, reduce bills, create jobs and support growth.
- Deliver local area energy plans to identify how and where we need to invest in energy infrastructure to enable growth.
- Deliver the Local Nature Recovery Strategy and Nature Delivery Plan, safeguarding and improving stewardship of the region's 90,000-hectare natural environment.
- Deliver a Regional Climate Adaptation Plan, bringing organisations and communities together and targeting investment where it will make the biggest difference.
- Deliver The West Midlands Nature Investment Hub - connecting mission-aligned businesses with local delivery partners to unlock funding and delivery for nature.
- Expand the West Midlands Community Environment Network - enabling communities to deliver for the environment by building skills and capacity.
- Expand support to businesses around materials and resource efficiency.

Transport

Transport is a key enabler to empower our people to get on in life, help our businesses to become more productive and create good jobs, and make our region the best place to live, work and visit. Our Local Transport Plan (WMLTP5), along with the West Midlands Growth Plan and approach to the Spatial Development Strategy, set out a long-term plan for how we can reimagine our transport system to deliver journeys for everyone.

WMLTP5 sets the aim for a 45-minute region of local connected communities – so residents can access jobs, education and leisure opportunities as well as the everyday things easily without needing a car. To help us we have set an ambitious target of 50% of all trips made by sustainable modes by 2035.

In May 2025, the Mayor and Leaders agreed to introduce bus franchising. This allows for local control so we can deliver a system focused on improving the customer experience and making it easier to access places across our area.

What we have delivered to-date:

- Began the journey to take control of local bus services as well as investing over £100m per year on faster, cleaner, and higher-capacity buses.
- Opened five new railway stations across the region. The new passenger services on the Camp Hill Line were the first on our network in over 85 years.
- Opened the first phase of the Birmingham Eastside Metro extension. This could connect 300,000 residents, support new housing and sports infrastructure, catalyse up to £6bn of investment and 20,000 jobs in Birmingham Central–East.
- Backed Coventry City Council with on-street testing of its revolutionary Very Light Rail system. A transit system being designed, developed, and tested here.

Our Corporate Plan outcomes (Annex) align to key WMLTP5 outcomes to improve accessibility, reduce traffic and decarbonise transport.

What we will deliver over the next 3 years:

Making progress on our key outcomes will be realised by policies and actions set out across the “6 Big Moves” below. Investment will unlock sites within our growth corridors and sustain our wider transport system to support everyday journeys.

Behaviour Change

- Develop a new approach to allocating and planning capital delivery through the Rosewell Review and the LTP Area Based Implementation Plans (ABIPs).
- Continue to involve the public in the development and delivery of transport improvements including through engagement on LTP ABIPs.

Public Transport and Shared Mobility

- Maintain and financially support the existing public transport network.
- Transition towards taking back control of buses through franchising.
- Complete Sprint Phase 2 in Birmingham, Solihull and Walsall and a range of other bus priority projects.
- Open the Wednesbury to Brierley Hill Metro extension and Dudley Interchange.
- Support Coventry in delivering the 800m City Centre Demonstrator Very Light Rail Route.
- Deliver railway stations enhancements at Witton and Aston for Euro 2028.
- Progress development of mass transit network proposals, supporting the region’s growth corridors, including the Metro to the Birmingham Sports Quarter.
- Maintain and operate the region’s transport interchanges, Metro network and over 12,000 bus stops.
- Deliver the Fares & Payment Strategy objectives and sponsor all ticketing developments including, Swift Refresh and Swift on Rail.
- Operate the West Midland’s Cycle and E-Scooter Micromobility schemes.

Walk, Wheel, Cycle and Scoot

- Increase active travel journeys through the delivery of high-quality infrastructure schemes by local authority delivery partners.
- Publish a new Regional Local Cycling and Walking Infrastructure Plan (LCWIP).
- Increase funding for Local Network Improvement Plans (LNIPs) by 30%.

Accessible and Inclusive Places

- Develop and deliver programmes of work to support the four growth corridors identified in the West Midlands Investment Prospectus and to support emerging Spatial Development Strategy.

Safe, Efficient and Reliable Road Network

- Improve the condition of the highway network through increased funding to local authority partners and enhanced asset condition monitoring.
- Reduce the number of residents killed or seriously injured on our roads.
- Introduce bus byelaws to help make journeys safer.
- Install innovative traffic signal solutions to keep traffic flowing.
- Manage our network through a Regional Transport Co-ordination Centre.

Green Transport Revolution

- Increase the number of publicly available EV charge points available across the West Midlands (minimum of 2,000 additional charge points).
- Increase the numbers of zero emission buses from 18% to 30% of the fleet
- Develop our approach to ensuring we have a climate resilient transport system.

The strategies and plans that guide delivery

- 1 West Midlands Growth Plan
- 2 Local Transport Plan
- 3 WMRE Rail Investment Strategy
- 4 HS2 Growth Strategy
- 5 West Midlands Bus Strategy
- 6 Regional Road Safety Action Plan



Employment and Skills

Our aim is to make it easier for people in the West Midlands to find work, build new skills and progress into better-paid jobs. We are doing this by bringing employment support and adult learning together into one joined-up system, with clear routes from training into work. Working closely with local councils, employers and national partners such as the Department for Work and Pensions and the Department for Education, our devolution settlement gives us greater flexibility to use funding in ways that best meet local needs and support economic growth.

We are aligning a wide range of adult skills and employment programmes, including the Adult Education Budget, Free Courses for Jobs, Skills Bootcamps, the new Connect to Work programme and our West Midlands Works Plan. This means we can better connect employment, skills, health and community support, helping people overcome barriers to work.

We believe in testing new ideas, learning what works and building successful approaches into our core services.

The Youth Guarantee Trailblazer will help young people who are not currently in education, employment or training (NEET) to move into learning and jobs. We will also launch a new £30 million Skills Innovation Fund to support fresh thinking and improve services for residents. By working across public services and with community organisations, we aim to ensure all communities can access opportunity and benefit from growth.

The strategies and plans that guide delivery

- 1 West Midlands Growth Plan
- 2 West Midlands Works
- 3 Adult Skills & Employment Strategy
- 4 Local Skills Improvement Plan
- 5 Youth Employment Plan
- 6 Building Growth Action Plan



What we have delivered to-date:

- Deployed Adult Skills Funding across the West Midlands, delivering 110,000 enrolments and helping over 83,000 unemployed residents to transition into work.
- Supported residents to gain over 22,000 Level 2 and 11,000 Level 3+ qualifications in key areas such as construction alongside vital basic skills in English and maths.
- Rolled out the Youth Guarantee Trailblazer and Connect to Work programmes to tackle youth unemployment and health-related barriers and support more young people into jobs.
- Delivered 18,000 work placements as part of the Mayor’s Youth Plan.
- Launched West Midlands Works bringing together health, employment and skills systems with an ambition to support 93,000 residents into sustained employment by 2035.

Over the next three years we will:

- Deliver an integrated employment, and skills offer to support our residents. This will include supporting more than 210,000 Level 1 and entry-level courses, 80,000 Level 2 courses and 35,000 Level 3 courses.
- Deliver our Construction Skills Action Plan which will deliver a range of activities to expand and strengthen our construction workforce, supporting residents to progress into skilled and specialist construction careers.
- Invest £54 million over the next three years into our Connect to Work programme, supporting nearly 17,000 residents to find work through specialist employment provision.
- Establish the College Compact in 2026 to formalise joined up working between WMCA and colleges across the region to better tackle economic inactivity, skills shortages, low productivity and youth unemployment.
- Continue to deliver the West Midlands Works Plan, moving the region towards integrated, all-agency local hubs, integrating work and health services, promoting inclusive practices by employers, and moving towards prevention-led public service innovation.
- Continue to focus on supporting young people who are NEET through the Youth Guarantee Trailblazer and Mayor’s Youth Plan.

Health, Wellbeing and Public Service Innovation

The West Midlands Growth Plan recognises that residents across the West Midlands face interconnected challenges such as poor health, unemployment and housing insecurity.

These challenges often build over time and impact people at key life stages. Taking a long-term approach that focuses on early intervention and addressing the root causes of inequality, we aim to improve life chances and support more resilient communities.

By bringing together partners across local government, the NHS, public health, education, skills and the voluntary, community, faith and social enterprise sector, we can focus on addressing shared long-term challenges. We place lived experience and community insight at the heart of design and delivery, recognising that services are most effective when communities are genuine partners. Mechanisms such as the Residents' Assembly, the Household Survey and lived experience panels such as the Race Equity Taskforce help ensure that resident voice informs investment, policy and delivery.

The Office for Public Service Innovation (OPSI) supports partners to design, test and scale integrated, preventative approaches to complex challenges. Focusing on areas such as early years, youth transitions, health, skills and homelessness, we use experimentation, co-design and evaluation to build regional capability for system reform. Whole-system programmes like Cradle to Career, place-based budgets and Test, Learn and Grow demonstrate how integrated models can drive sustainable change.

Our approach is informed by the Health of the Region evidence base. We focus on prevention, reducing inequalities in preventable illness and early death, mental wellbeing, physical activity, economic participation, inclusion and community resilience. We embed Health in All Policies principles across WMCA activity and decision-making. We move beyond improving services alone, focusing on health creation and the wider conditions that enable people and communities to live healthier lives.

This portfolio also supports wider devolution and integrated settlement ambitions, including implementation of the of statutory equalities duty and health duty for strategic authorities, and the transfer of Fire Services and Police and Crime Commissioner under wider service reform and alignment.

The strategies and plans that guide delivery

- 1 West Midlands Growth Plan
- 2 Health of the Region
- 3 Inclusive Communities Approach
- 4 Making the West Midlands an Exemplar Region for Disabled People
- 5 Race Forward
- 6 Youth Plan

What we have delivered to-date:

- An annual Household Survey.
- A Residents' Assembly, strengthening resident voice and influence in regional decision-making.
- Development and embedding of the Inclusive Communities Approach across WMCA policy and delivery activities.
- Initial design and testing of place-based and whole-system approaches through programmes such as Changing Futures.
- Progress towards embedding Health in All Policies principles across WMCA.

What we will deliver over the next 3 years:

- Establish regional capability to support experimentation, co-design, test-and-learn delivery, evaluation and scaling of integrated service models, as part of the Office of Public Service Innovation.
- Deliver whole-system programmes such as Cradle to Career and Test, Learn and Grow pilot in Sandwell, demonstrating place-based approaches to improving outcomes.
- Embed consistent approaches to co-design and lived experience insight across major programmes, ensuring residents play a central role in shaping and evaluating services.
- Strengthen place-based working by aligning partners, funding and delivery around the needs of communities.
- Support the transfer and effective integration of the West Midlands Fire Service and Police and Crime Commissioner functions.
- Deliver the Outdoor Region programme, improving physical activity and mental health outcomes through place-based investment and community infrastructure.
- Strengthen equity, inclusion and community voice across WMCA through the Race Equity Taskforce, development of the region as an Exemplar Region for Disabled People, structured engagement with faith communities, and the Young Combined Authority.



How we demonstrate impact

Using social impact to drive inclusive growth

Our Corporate Plan is not just about delivering activity. We must also demonstrate how our decisions and investments are designed to maximise social, environmental and economic value, and improve living standards for communities across the region. This means actively considering who benefits, who may be excluded, and how outcomes are shared across communities and places.

We are developing an Impact Toolkit that brings together the 10-year priorities outlined in the West Midlands Growth Plan, our existing inclusive growth approach, and our health and equalities duties, so that we can assess how our plans and programmes deliver our strategic priorities. In considering how different communities are affected, we can target resources more effectively and ensure that decisions and funding actively contribute to reducing inequality. We will strengthen our focus on community insight, ensuring that impact is understood through both data and how people experience change in their daily lives. This clear line from strategy to delivery to impact supports our ambition to both double the impact of public investment and ensure that opportunity is felt for everyone.

Our Social Impact Statement will outline our approach to social value, corporate social responsibility and place-based philanthropy, ensuring that all activity coordinated by, delivered by, or commissioned by WMCA contributes to inclusive growth by design. To strengthen accountability and transparency, we will publish an annual Social Impact Report, to show how investment is making a positive difference for our residents and places. This approach will complement our public service innovation activity and enable continuous learning and improvement in how impact is delivered and measured across the region.



Section 4 - How We Deliver

The WMCA has a clear set of priorities and an ambitious delivery programme. This section spells out how we are making this programme happen in practice, by outlining:

- How we are transforming the organisation
- Our People and Culture Strategy
- Our Corporate Services
- How we are funded
- How we are measuring our performance

Our WMCA – How we are transforming the organisation

To support the WMCA to double our impact over the next three years, the organisation must be set up in the best way to enable delivery.

At the time of publication, the WMCA is undergoing a corporate transformation programme to achieve this aim. This transformation is cultural as well as structural, underpinned by the new People and Culture Strategy detailed in the next section.

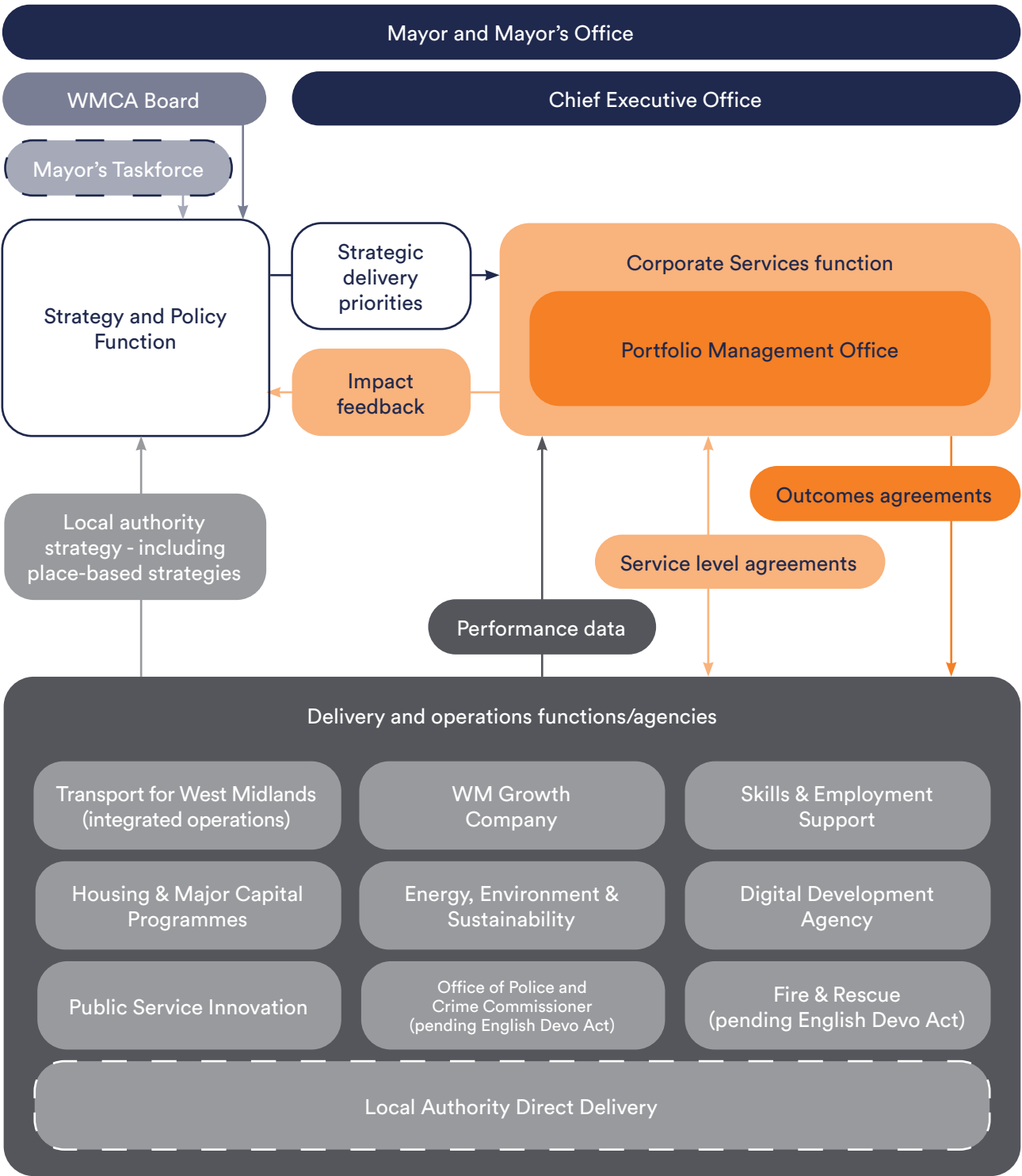
The diagram shows the four elements to the programme: how we will become the best place to work and belong, so that we attract and retain the right people in the right places, are able to give them the freedom to deliver, and thereby double our impact.



Alongside cultural evolution, it is essential that the organisation is structured in the most effective way to deliver the ambitions in this corporate plan. The transformation programme therefore includes focused organisational design work, to deliver a new operating framework.

This framework includes cross-cutting teams to strengthen strategy and portfolio management, alongside focused delivery functions covering areas such as transport, economic growth, housing and skills – with the structural flexibility to accommodate new devolved responsibilities (including, but not limited to, West Midlands Fire Service and the Office of Police and Crime Commissioner) in future. We are describing this as a “group structure”, as shown in the diagram:

The Framework for the Future State of WMCA



Our People and Culture Strategy

Making the WMCA the best place to work and belong

Our ambition is to make WMCA the best place to work and belong. That calls for more than good intentions. It means setting out what our capacity, capability, and cultural priorities need to be for the WMCA to be the best.

To remain an ambitious, trailblazing strategic authority, we must proactively shape our organisation to be future-ready and retain and attract the region's top talent, particularly as strategic authorities across the country increase.

We believe that a high-performing organisation and values-driven culture is essential for our people, our partners, our places, and to achieve our overarching purpose.

Our People and Culture Strategy explains why this is essential, describing what high-performance is for us and how we will develop and embed change and transformation.



It makes sure that we have a common understanding when we think and talk about our personal, team and organisational performance and culture. We believe that high performance is achievable for everyone at the WMCA, we believe everyone is talented and has something of value to offer.

It sets the parameters for how we will continuously evolve and reshape the WMCA over the life of this strategy.

The four key elements in our strategy represent the cross-cutting and high-level priorities we believe will take us towards a high-performing organisation with a values driven culture.

It provides clarity and direction for all WMCA people, and assurance to our partners about the way we work.

We are in an increasingly competitive market for recruiting and retaining talented people from across the region and beyond. The future of work and employee motivation is changing rapidly in a society that embraces digital ways of working, artificial intelligence and hybrid working.

Our People and Culture Strategy provides a future focused response to these societal shifts and workforce expectation changes.

To achieve our goals, we need to further enable and expect everyone to live and breathe our values and behaviours. These values are woven into the fabric of our strategy and will support us to measure our success and delivery.

Making the West Midlands Combined Authority
the best place to **work** and **belong**

Collaborative
We work as one organisation, building trust, connection and shared purpose across teams, partners and customers to create the biggest impact for our region.

Inclusive
Every voice matters – we create belonging, fairness and psychological safety so everyone can thrive.

Innovative
We think future and act smarter – embracing curiosity, creativity and continuous improvement to shape the future.

Driven
Focused on impact – leading with clarity, care and courage to deliver meaningful results for the West Midlands.

- What this means**
- Modern people systems and analytics, with clearer processes and policies.
 - Organisation design and change activity being integrated into leadership thinking and decision-making.
 - Digital and inclusive workspace design developed around our work and our people.
 - Values-driven, accountable and systems-thinking people and matrix leaders .
 - A laser focus on fairness and inclusion outcomes in everything we do.
 - Better access to health, safety and wellbeing resources and support.
 - More opportunities for learning, development, and acquiring new capabilities.
 - Clearer alignment of how we recruit, reward, and retain high performers.



Our Corporate Services

Corporate Services will act as the operating system for WMCA, providing the corporate grip, visibility and assurance required to turn strategy into delivery.

It will bring together planning, performance, finance, people, procurement, digital, legal, governance, communications, risk and assurance into a more integrated model. It will ensure that the organisation has a clear line of sight from strategic intent through to delivery performance, compliance, risk and impact. This will help WMCA move at greater pace while maintaining the discipline, accountability and confidence required of an established mayoral strategic authority.

At the centre of this model will be a strengthened Portfolio Management Office (PMO), providing the backbone for organisational delivery. The PMO will connect corporate planning, prioritisation, milestone tracking, risk, dependencies, transformation activity and delivery assurance into a single organisational rhythm. This will allow us to see where progress is being made, where intervention is required and where capacity, compliance or delivery confidence may be under pressure. Corporate Services will therefore not simply respond to demand but will actively manage the system so that issues are identified earlier and resolved faster.

Legal, governance, audit, risk, assurance and finance will be brought further upstream into the delivery cycle. This will help teams shape proposals earlier, manage compliance more consistently and make better decisions at the right point in the process. Procurement will be redesigned to bring stronger commerciality, value for money and social

value. Digital and Insights will provide the data and technology needed to improve decision-making, automate lower value activity and strengthen performance visibility across the organisation.

The ambition is to create Corporate Services that is nationally recognised for the quality of its operating model: modern, data led, commercially minded, compliant, enabling and focused on impact. Over the course of this Corporate Plan, the WMCA will build this capability in-house, demonstrating improvements in organisational design, delivery confidence and service quality. Once established, selected elements of the model may be developed into a regional support offer, helping strengthen wider public service capability while reinforcing WMCA's role as a leading, insight led and delivery focused strategic authority.

Corporate Services teams will be delivering against these core commitments:

Provide the stewardship, leadership, and stability needed to deliver for the region

We use public money responsibly, make sound, strategic and transparent decisions and maintain the confidence of residents, partners and stakeholders.

To embed a values-driven culture that empowers high performing people to deliver for the West Midlands

We create the conditions for high performance through capacity, capability and culture. We design, change and transform the WMCA to be effective, resilient and able to adapt. We develop the leadership, operating models and environments that enable our people to thrive and deliver.

Turn evidence-led strategy and policy into coordinated and impactful delivery

We align strategy and policy with planning and performance so that priorities are clear, delivery is joined up and progress can be tracked, evaluated and strengthened over time.

Build understanding, trust and support for WMCA's role and the Mayor's priorities

We communicate clearly and strategically to strengthen confidence, support delivery, ensure the WMCA's reputation and help create the conditions for regional change and partnership working, while ensuring community insight and experiences are understood and reflected in organisational thinking and decision-making.

Enable and empower the WMCA with the services, tools, systems and ways of working it needs to deliver

We empower people through one future-ready digital approach which improves services, supports collaboration and makes delivery easier and more consistent.

WMCA Corporate Services

WMCA Corporate Services is at the heart of a values-driven, high-performing organisation, enabling delivery across the WMCA and strengthening our role as a trusted regional partner.

What we do...



All WMCA Corporate Service functions use business partners, shared services and communities of expertise in their approaches.

How we are funded

The WMCA delivers its strategic outcomes through two distinct financial programmes:

- **Revenue Programme**, which funds the WMCA's day-to-day operations, services and running costs
- **Capital Programme**, which funds long-term investment in infrastructure and other assets that enable economic growth, improved connectivity and improved outcomes for the region.

In 2026, the Government agreed an Integrated Settlement with the WMCA for a three-year period, building on the initial one-year Integrated Settlement in 2025. This is important as it gives us more room to align funding with our strategic priorities. That matters because transport, housing, growth, jobs and skills do not happen in isolation; they overlap in the places where people live and work, and so our funding decisions need to reflect that.

Revenue Programme

WMCA's operational budget has multiple sources. The largest component of the funding is from revenue grants, mainly the Integrated Settlement. Grants from central Government account for around 59% of our operational funding. Around 22% is provided by local authorities through the Transport Levy to fund the costs of delivering regional transport functions, including the delivery of the English National Concessionary Travel Scheme (ENCTS).



How we spend our revenue resources

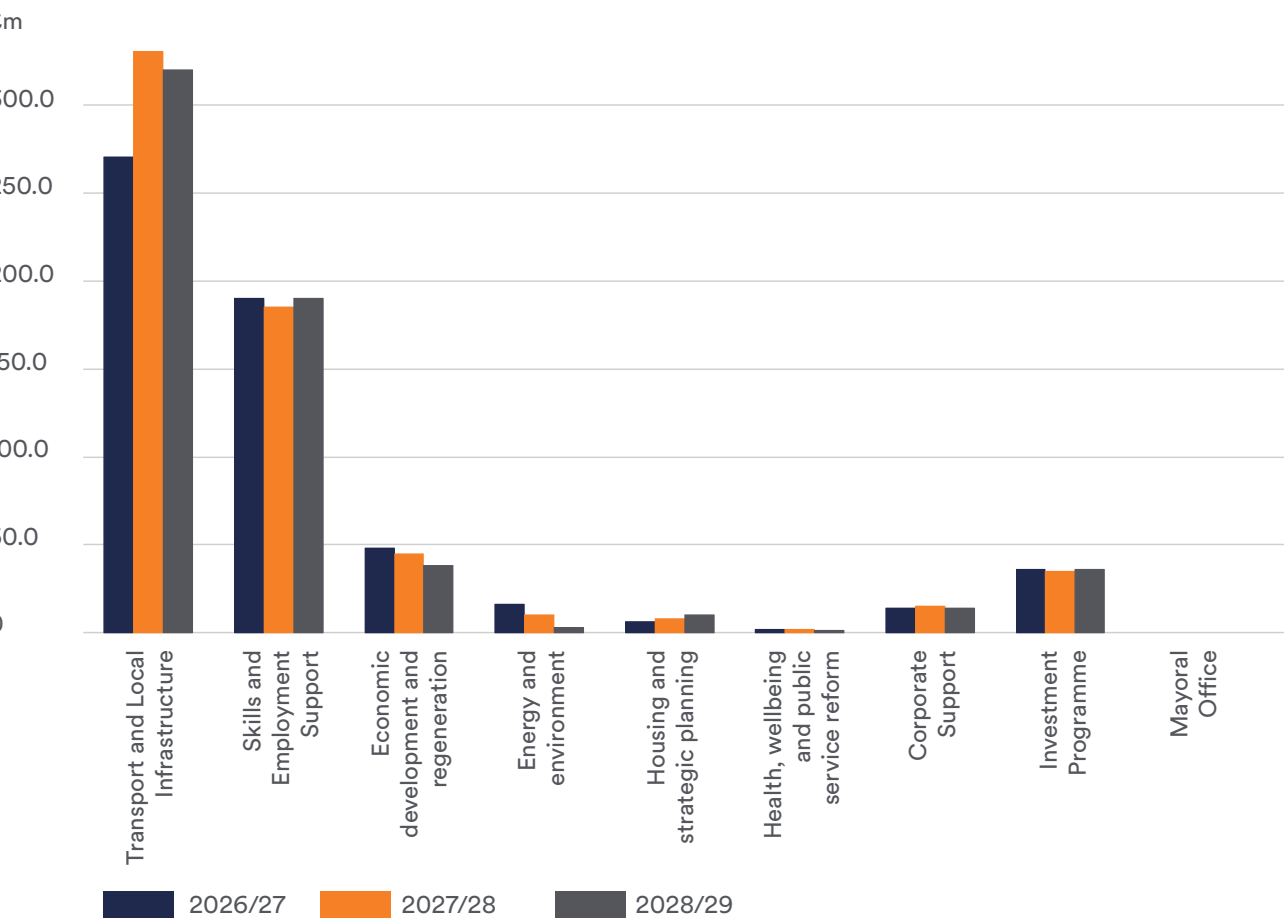
The WMCA’s revenue resources are directed at delivering the outcomes identified in this Corporate Plan, including the Mayoral priorities and meeting statutory obligations.

Across the three-year period, revenue expenditure is projected to total £1.8bn, with £588m already approved by the WMCA Board for 2026/27.

Transport continues to represent the largest share of annual spending, reflecting the scale and complexity of running a modern regional network. This funds the operation of the bus network, concessionary travel, and Metro and Rail services. It also covers the customer platforms, ticketing systems, safety functions and control rooms that keep the network moving.

The WMCA has an extensive programme in relation to skills, housing, regeneration and wellbeing, net zero and energy. These programmes are largely funded through grants and provides the organisational capacity needed to deliver the region’s strategic priorities.

WMCA Expenditure Budget 2026 to 2029



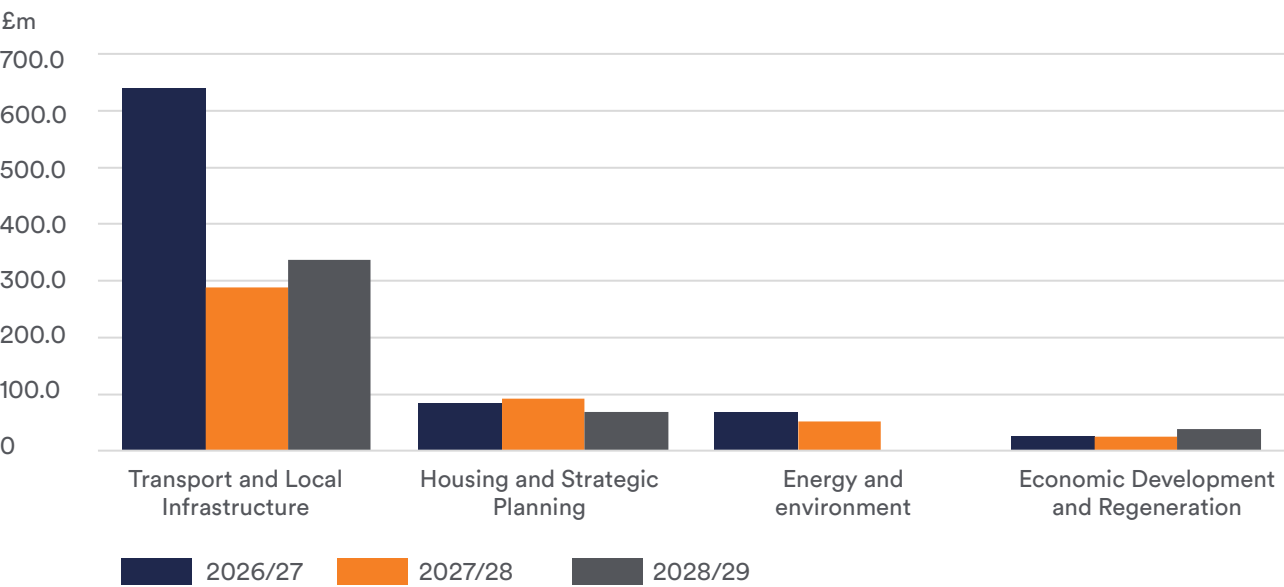
Capital Programme

Across the three years to 2028/29, around £1.7bn of capital investment is projected to support the development of regional infrastructure.

Transport and local infrastructure make up the majority of this programme, accounting for approximately 74% of planned expenditure, with a further 14% directed towards housing and regeneration. Significant funding also backs the net zero transition, including retrofit pilots and low-carbon transport.

The programme remains indicative at this stage and will be formally taken to the WMCA Board for approval, reflecting the 2025/26 outturn, updated delivery plans, emerging insights and the latest funding position.

WMCA Capital Expenditure 2026 to 2029



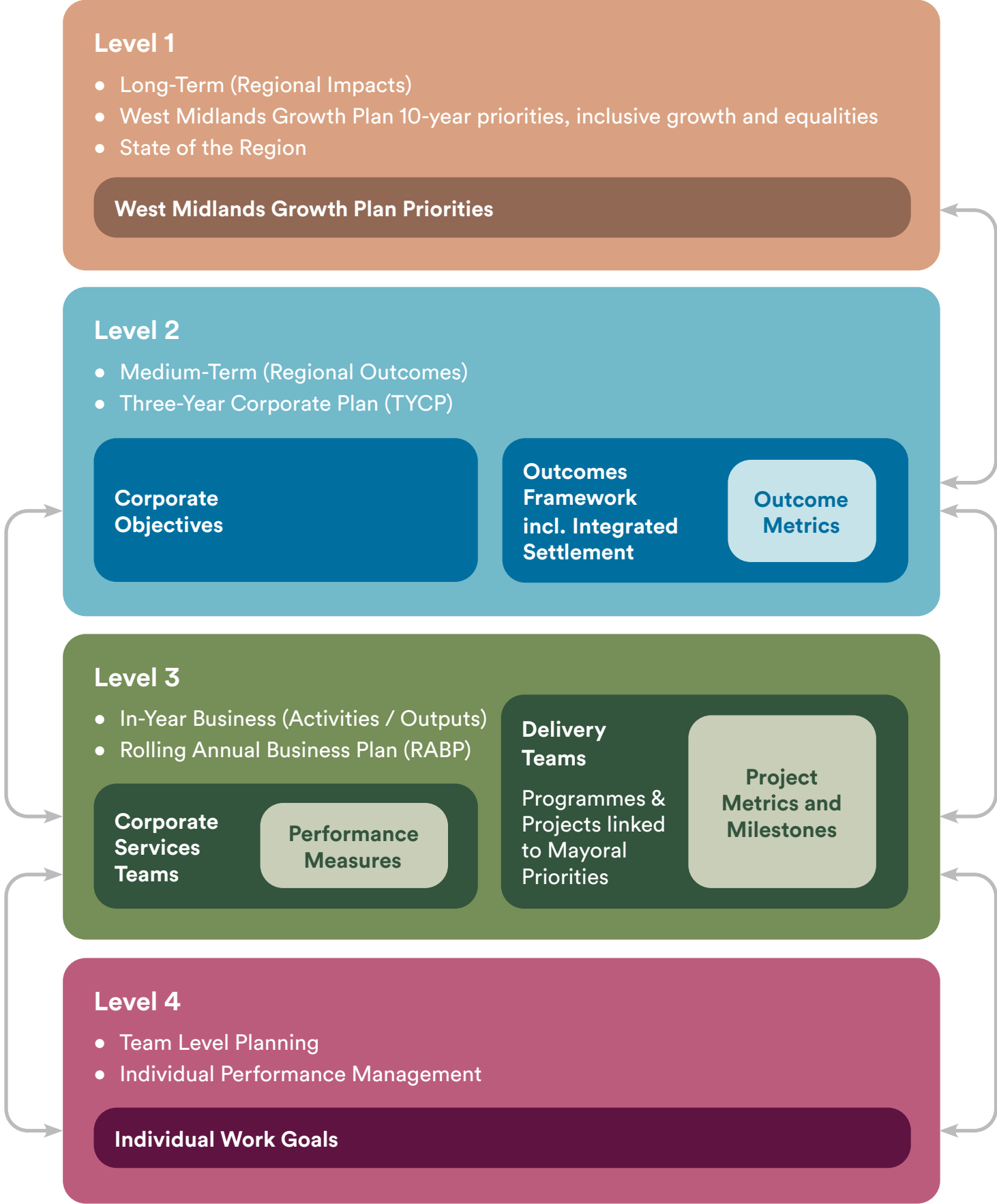
The capital programme is expected to be predominantly grant funded, with little reliance on borrowing.

WMCA Capital Funding 2026-2028

- WMCA Borrowing 1.7%
- Central Government Grants 93.4%
- Other Funding 0.9%
- WMCA Investment Programme 4.0%



How we measure our performance



The WMCA’s Planning and Performance Framework supports a more integrated and consistent approach to aligning priorities, outcomes and delivery activity across the organisation.

The framework helps create clearer alignment between long-term regional priorities, organisational outcomes and delivery programmes, ensuring that progress can be monitored consistently across different areas of activity.

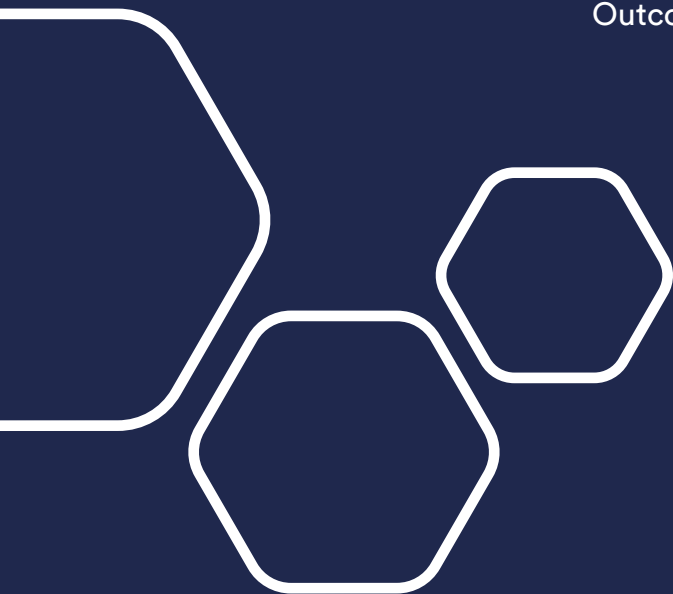
The framework operates across four connected levels:



Annexe – How we measure our progress

Please note these may be
subject to change as
programmes develop.

Outcome denoted by * is integrated settlement



Pillar	Outcome	Metric
Economy	*Improve business productivity in the West Midlands, boosting local economic prosperity and living standards.	Number of enterprises supported with improved turnover/ workers (FTE) Priority sectors which are aligned with the West Midlands Growth Plan and Modern Industrial Strategy: i. Total (target) ii. Advanced manufacturing iii. Clean energy industries iv. Creative industries v. Defence vi. Digital and technologies vii. Everyday economy viii. Financial services ix. Life sciences x. Professional and business services No. of supported businesses demonstrating improved practice: i. Total (target) ii. Engaged in new markets iii. Adopting new to firm technologies or processes iv. With new to market products / services v. Scaling vi. Accessing better finance and funding Number of Full time equivalent (FTE) jobs created by MSA intervention in local priority sectors Priority sectors which are aligned with the West Midlands Growth Plan and Modern Industrial Strategy: i. Total (target) ii. Advanced manufacturing iii. Clean energy industries iv. Creative industries v. Defence vi. Digital and technologies vii. Everyday economy viii. Financial services ix. Life sciences x. Professional and business services

Pillar	Outcome	Metric
Economy	*Increase the trading income for social economy organisations in the West Midlands to boost local economic prosperity and living standards.	Number of social economy organisations in each local authority district accessing universal and specialist support
	*Deliver the infrastructure needed to support place-based growth	Additional floorspace unlocked because of MSA interventions measured in (m2).
	Our five priority economic clusters will be meeting or exceeding the growth trajectory to meet our 10-year Growth Plan target.	Each of the 10 private sector-led cluster bodies supporting the 5 Growth Plan Sectors will have a clear funded and measurable cluster vision and plan, co-owned by regional and national agencies, that sets out how high-growth businesses are helped to scale and to exploit new opportunities in growing areas of the global economy within the West Midlands.
		Targeted offer to scale high-growth businesses in key clusters, such as creative industries, advanced engineering, MedTech and next generation services (metrics to be set in accordance with national programme requirements).
		Supply chain work to help West Midlands businesses move into new industries.
	Improve the productivity and leadership quality of businesses management within the WMCA by providing effective business support at all stages of the business lifecycle	Establish key account relationships with [tbc] of the 2,500 businesses identified as having the greatest growth potential, culminating in tangible activity.
	Maintain the WM position within the top 20 European regions securing FDI	Agreement of a formal ‘GWM’ Partnership that aligns work of the commissioned WMGC, OfI and other partners. Number of FDI projects in the West Midlands region and their economic value.

Pillar	Outcome	Metric
Economy	Lay the foundations for additional economic growth to be unlocked in the West Midlands through public and private investment in a series of major growth sites and corridors of opportunity	Existence of prioritised pipeline across the different stages of project development / market engagement.
		Progression of prioritised schemes across pipeline stages.
		Improve perceptions of West Midlands as place to invest.
		Increase in market share of private & public capital investment
	More residents in jobs across the everyday economy that are good quality and pay at least the real living wage	Agreement of a West Midlands Good Work Charter, with [number] of businesses committing to tangible steps.
		Commissioning local enterprise support [metrics tbc], delivered with social and community groups to invest in skills, training, business development and entrepreneurship. Increased trading income, employment and sustainability for Social Economy [and everyday economy] organisations.
Housing, Planning & Regeneration	*Increase the provision of land and infrastructure to unlock housing development	Number of contracted homes completed
		Capacity for [x.no.] homes unlocked by WMCA intervention (measured via contract)
		Number of new starts on site
	Reduce the number of non-decent Private Rented Sector homes	Number of PRS inspections, enforcement notices, CAT 1 HHSRS hazards removed. (Indirect influence and monitored via LAs)
	Reduce the numbers of mid- and high-rise building with critical safety issues	18m+ high rise residential buildings with i) defects identified, ii) in programme, & iii) remediation works completed (on National Remediation Database)
	Underused and derelict land brought back into use	Hectares of brownfield land unlocked through WMCA

Pillar	Outcome	Metric
Housing, Planning & Regeneration	Improve housing affordability by enabling additional social and affordable housing delivery	Additional affordable homes unlocked (by tenure) (social homes, affordable homes)
	Increase access to Stepping Stone accommodation for disadvantaged young people (16-24)	Number of units unlocked for development
	*Increase the provision of land and infrastructure to unlock housing development	Increased footfall.
		Increased spend.
		Improved occupancy rates.
		Attractiveness metric
Environment & Energy	*Reduction in direct carbon emissions from domestic buildings, with reduced fuel poverty gaps for treated households in, or at risk of, fuel poverty (Buildings Retrofit)	Land assembled for housing (m2)
		Reduction in direct carbon emissions from domestic buildings upgraded (Kt CO2e) (modelled over 2025 – 2070)
		Number of social homes with a pre-installation Energy Efficiency Rating of D-G upgraded to C or above as a result of the upgrades (Measured via Improved Energy Efficiency Ratings)
	*Reduction in direct carbon emissions from public sector buildings (Buildings Retrofit)	Accumulative lifetime household bill savings (modelled) (Measured via Accumulative annual household bill savings modelled from EPC data)
		Reduction in direct carbon emissions from public sector buildings upgraded

Pillar	Outcome	Metric
Environment & Energy	*Effective local leadership of local nature recovery strategy	Leadership of local nature recovery strategy
	Reduce carbon emissions from domestic, public sector and commercial buildings	Quantity of greenhouse gas emitted from domestic and public sector buildings - kilotons CO2 equivalent ktCO2e (annual) CO2 equivalent. Domestic: retrofit pilot
		Quantity of greenhouse gas emitted from domestic and public sector buildings - kilotons CO2 equivalent ktCO2e (annual) CO2 equivalent. Public sector: retrofit pilot
		Quantity of greenhouse gas emitted from domestic and public sector buildings - kilotons CO2 equivalent ktCO2e (annual) CO2 equivalent. Commercial: BEAS grants
	Reduce number of fuel poor households	Percentage of households considered fuel poor (published annually)
		Number of social homes with a pre-installation Energy Efficiency Rating of D-G upgraded to C or above as a result of the upgrades
		Number of private low-income / fuel poor households in a property with a pre-installation Energy Efficiency Rating of D-G upgraded to C or above as a result of the upgrades
	Improve regional air quality	% reduction in PM2.5 against 2025 baseline from WMCA sensor network
	Total £s investment unlocked through WMCA-led initiatives for nature	Total £s investment unlocked through WMCA-led initiatives for nature
	Support development of heat networks in the region	Size of heat network project developments within the region (MW) - sourced from Heat Networks Planning Database
	Improve the natural environment and support nature recovery	Total m2 of nature projects delivered through the WMCA activity
	Increase circular economy activity	Total number of businesses supported to increase resource efficiency through WMCA activity

Pillar	Outcome	Metric
Environment & Energy	Increase climate resilience activity	Number of organisations involved in the regional climate resilience activity
	Reduce carbon emissions from industrial processes	Number of energy intensive businesses (according to government's list of energy intensive SIC codes) supported through BEAS or other BGWM referral.
	Increase flexibility of the region's energy demand and infrastructure	Total consumer-led flexibility and grid-connected energy storage within the West Midlands (MW and MWh)
Transport	*Improve accessibility to key amenities through public and active transport.	% mode share of trips made by public transport
		Public transport, walking and cycling connectivity score to key destinations (education, leisure and community, health, shopping, residential and workplaces)
		Bus patronage (Millions of passenger journeys)
		Bus punctuality and reliability: % of buses departing from stops no more than one minute early and no more than five minutes fifty-nine seconds late across all routes
		Bus punctuality and reliability: % of bus journey km cancelled – [where applicable]
		Bus passenger satisfaction (inc. on personal security and accessibility): % total of all bus passengers very and fairly satisfied with bus journey
		Bus passenger satisfaction (inc. on personal security and accessibility): % satisfaction of passengers with personal security on the bus
		Bus passenger satisfaction (inc. on personal security and accessibility): % total of disabled passengers very and fairly satisfied with bus journey
		Tram / Light rail patronage (millions of passenger journeys)
		Delivery of transport capital programme: The number of schemes in development / delivery / completed
		Delivery of transport capital programme: The percentage of capital spend in development / delivery / completed

Pillar	Outcome	Metric
Transport	*Reduce traffic and improve safety and security across the transport system.	Number of road casualties killed or seriously injured (KSI) split by Adults (18+) and Children (17 and below)
		Number of road casualties killed or seriously injured (KSI) split by Adults (18+)
		Number of road casualties killed or seriously injured (KSI) split by Children (17 and below)
		Average number of walking, wheeling and cycling journey stages per year
		Miles of compliant new / improved active travel network delivered
	*Reduce transport's contribution towards harmful emissions.	Proportion of the A roads that should be considered for maintenance.
		Proportion of the B + C roads that should be considered for maintenance.
		Proportion of the unclassified roads that should be considered for maintenance.
		Number of Nitrogen Dioxide (NO2) roadside monitoring sites in exceedance of the annual statutory concentration limit (40µg/m3).
		Estimated annual transport carbon impacts up to 2050, disaggregated by user emissions.
Employment & Skills	*More West Midlands residents will achieve at least a Level 1 qualification, with increasing numbers progressing to Level 2. A growing share will attain Level 3 qualifications in key growth sectors, unlocking better jobs and career opportunities.	% of the bus fleet that is zero tailpipe emission
		Provision of Electric Vehicle Supply Equipment and charging devices, including pavement channels, on LA controlled land
		Number of achievements on Level 1 and Entry level courses
		Number of achievements on Level 2 courses [excluding those covered by outcome 2]
		Number of achievements on Level 3+ courses [excluding those covered by outcome 2]
		Number of enrolments on Level 1 and Entry level courses

Pillar	Outcome	Metric
Employment & Skills	*More West Midlands residents will achieve at least a Level 1 qualification, with increasing numbers progressing to Level 2. A growing share will attain Level 3 qualifications in key growth sectors, unlocking better jobs and career opportunities.	Number of enrolments on Level 2 courses [excluding those covered by outcome 2]
		Number of enrolments on Level 3+ courses [excluding those covered by outcome 2]
	*We will expand and strengthen our construction workforce, supporting residents to progress into skilled and specialist construction careers. Accessible entry pathways, improved teaching capacity, and strong industry partnerships will ensure more people can enter and advance within the sector.	Achievement on Level 2+ courses
		Number of enrolments on Level 2+ courses
		No. of teacher days delivered by industry professionals within FE setting
		No. of industry placements completed
	*Disabled residents, residents with long-term health conditions, and other agreed disadvantaged groups with complex barriers are supported to sustain work through delivery of supported employment	Share of total out of work supported employment programme starts to achieve first earnings
		Share of out of work supported employment participant starts to achieve a lower threshold job outcome
		Share of out of work supported employment participant starts to achieve a higher threshold job outcome
		Share of in work retention supported employment participants to achieve a higher threshold job outcome
		Supported Employment programme Starts
		Provision of Supported Employment
	Close the gap between WMCA area and national average employment rates for working age population and young people employment rate	Employment rate for working age population (16-64) (Annual Population Survey)
		Employment rate for young people (16-24) (Annual Population Survey)

Pillar	Outcome	Metric
Employment & Skills	Close the gap between WMCA area and national average employment rates for working age population and young people employment rate	Number and proportion of unemployed learners moving into employment (starts and completions)
		Number and proportion of young unemployed learners moving into employment (starts and completions)
	Increase the level of progression from L2 to L3 for working age residents	Share of working age population qualified to at least level 2 (Annual Population Survey)
		Share of population aged 16-24 qualified to at least level 2 (Annual Population Survey)
		Number and proportion of learners progressing from Level 2 to Level 3 (starts and completions)
		Number and proportion of young learners progressing from Level 2 to Level 3 (starts and completions)
	Reduce the number of residents of working age population without qualification	Share of working age population with no qualification (Annual Population Survey)
		Number and proportion of learners achieving first qualification (starts and completions)
	Increase levels of attainment amongst young people (16-24) at L3+	Share of population aged 16-24 qualified to at least level 3 (Annual Population Survey)
		Number and proportion of young learners achieving Level 3 or above
		Share of working age population qualified to at least level 3 (Annual Population Survey)
	Increase the skill base of the population in priority sectors, including the built environment	Number and proportion of learners achieving qualifications in growth sectors (starts and completions)
		Number and proportion of learners achieving Level 3 or above in growth sectors (starts and completions)
		Number of learners accessing AI for All provision

Pillar	Outcome	Metric
Employment & Skills	Increase the skill base of the population in priority sectors, including the built environment	Number of learners accessing AI for Jobs provision
		Number of firms accessing AI for Business provision
	Improve business leadership and management skills in the region	ONS Leadership & Management Score: Management Practices Survey -latest data available is 2023
		Number of learners accessing business, leadership and management provision
Health & Public Service Innovation	Stabilise and support progression to further learning to work and health and well being	Number of individuals engaged in support for digital inclusion, family learning, development of essential skills and improvement of health and well being
	*Get back on track to ending homelessness and rough sleeping through strong regional leadership and convening local partners.	More coordinated strategic approaches to tackle homelessness across the region
	Establish and operationalise the infrastructure for the Health and Public Service Innovation pillar	Health & Public Service Innovation metrics being developed
	Strengthen regional collaboration on prevention, health improvement and reducing inequalities through partnership with NHS, local government and community partners.	
	Improve the region's ability to use evidence, lived experience and place-based approaches to address long-term drivers of poor health, economic inactivity and unequal life outcomes.	
	Support effective transition and reform of devolved public service functions, including Fire and Police and Crime Commissioner responsibilities, through improved governance, service design and evaluation.	

Pillar	Outcome	Metric
Health & Public Service Innovation	Embed Health in All Policies and Equalities principles across WMCA policy, investment and place-based delivery, supporting readiness for the forthcoming statutory health duty.	Health & Public Service Innovation metrics being developed





West Midlands
Combined Authority