

AGENDA

No.	Item	Presenting	Pages	Time
Meeting business item				
1.	Apologies for absence	Chair	None	
2.	Declarations of Interest	Chair	None	
3.	Chair's Remarks	Chair	None	
4.	Minutes of the meeting held on 9 October 2017	Chair	1 - 8	
5.	Matters Arising	Chair	None	
6.	Correspondence/ Petitions	Chair	None	
7.	Lead Member Reference Group Update	Chair	To Follow	10 mins
8.	Response to Accessibility Action Plan Consultation	Anna Sirmoglou	9 - 14	10 mins
9.	Safer Travel Update	Mark Babington	15 - 22	10 mins
10.	Midland Metro Penalty Fares	Sophie Allison	23 - 26	10 mins
11.	Rail Business Report	Babs Spooner	27 - 44	10 mins
12.	Presentation: Swift Delivery Update	Matt Lewis	None	10 mins
13.	Financial Monitoring Report	Linda Horne	45 - 54	10 mins
14.	Capital Programme Delivery Monitoring Report	Sandeep Shingadia	55 - 62	10 mins
15.	Notices of Motion To consider any notices of motion lodged by the deadline of 12 noon on 2 November 2017	Chair	None	
16.	Questions To consider any questions submitted by the deadline of 12 noon on 2 November 2017 for written questions and 12 noon on 3 November 2017 for oral questions.	Chair	None	
17.	Forward Plan	Chair	63 - 66	
18.	Any Other Business		None	

19.	Date of Next Meeting - Monday 4 December 2017, 1.00pm		None	
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WEST MIDLANDS COMBINED AUTHORITY

Transport Delivery Committee

Monday 9 October 2017 at 1.00 pm

Minutes

Present

Councillor Richard Worrall (Chair)	Walsall Metropolitan Borough Council
Councillor Phil Davis (Majority Vice-Chair)	Birmingham City Council
Councillor Timothy Huxtable (Opposition Vice Chair)	Birmingham City Council
Councillor Pervez Akhtar	Coventry City Council
Councillor Robert Alden	Birmingham City Council
Councillor Mohammed Fazal	Birmingham City Council
Councillor Mohammed Hanif	Dudley Metropolitan Borough Council
Councillor Kath Hartley	Birmingham City Council
Councillor Diana Holl-Allen	Solihull Metropolitan Borough Council
Councillor Roger Horton	Sandwell Metropolitan Borough Council
Councillor Chaman Lal	Birmingham City Council
Councillor Keith Linnecor	Birmingham City Council
Councillor Ted Richards	Solihull Metropolitan Borough Council
Councillor Judith Rowley	City of Wolverhampton Council
Councillor David Stanley	Dudley Metropolitan Borough Council

In Attendance

Andre Bromfield	West Midlands Combined Authority
Lee Eteo	Transport for the West Midlands
Richard Hardman	Transport for the West Midlands
Jon Hayes	Transport for the West Midlands
Malcolm Holmes	West Midlands Rail
Linda Horne	West Midlands Combined Authority
Chris Lane	Transport for the West Midlands
Edmund Salt	Transport for the West Midlands
Peter Sargent	Transport for the West Midlands
Laura Shoaf	Transport for the West Midlands

Item No.

35. Apologies for absence

Apologies for absence were received from Councillors Andrew, Sidhu, Warren and Welsh.

36. Chair's Remarks

- (a) The Chair reminded colleagues to ensure that any papers sent to Councillor Horton are in the correct format so that he is able to read them.
- (b) In relation to the Lead Member Reference Groups, the Chair reported that a report would be submitted to the next meeting that would include timetables for the various Lead Member Reference Groups meetings along with the respective forward plans.

37. Minutes of the meeting held on 4 September 2017

The minutes of the meeting held on 4 September 2017 were agreed and signed by the Chair as a correct record subject to the following amendments :

Apologies were submitted by Councillor Mohammed Hanif for his inability to attend the meeting and

*Busting delay on the bus network – bus stop rationalisation (Minute no. 29)
Recommendation 2 to read:*

'That a pilot to rationalise bus stops within the South Birmingham Network Review Area, as set out in the report and pursuant to the emerging objectives of the wider Strategic Action Plan be approved'.

38. Matters Arising

(a) Financial Monitoring Report (minute no. 24 refers)

Councillor Rowley reported that she could not recall being provided with a response to her enquiry regarding the reasons for the 4 % increase in child patronage. Linda Horne undertook to check whether a response had been sent to Councillor Rowley.

39. Correspondence/ Petitions

(a) Letter from Tom Watson, Member of Parliament

Councillor Horton referred to a copy of a letter he had received from Tom Watson, MP, which had been sent to Transport for the West Midlands on behalf of one his constituents. The letter raised the issue of insufficient integration of West Midlands bus services. The Managing Director, Laura Shoaf confirmed that she had received the letter

(b) Petition regarding bus serving Bearwood Road/facilities in Bearwood

Councillor Horton submitted a petition on behalf of residents in his ward that sought the reinstatement of a full bus service in Bearwood Road/Bearwood to access the shopping centre, GPs and dental practices.

Councillor Huxtable reported that he had submitted a petition in June regarding moving the number 98 bus stop on the Lickey Road nearer to Eliot Gardens and asked to be provide with an answer on matter. The Head of Network Development, Jon Hayes, undertook to look into the matter and feedback to Councillor Huxtable.

40. Creating World Class Interchange for Wolverhampton

The committee considered a report of the Area Manager Transport Operations (Black Country), Richard Hardman and the Programme Director of West Midlands Rail, Malcolm Holmes, that updated the committee on the initial work being undertaken with regards to the Wolverhampton Interchange Project.

It was noted that following the completion of the new rail station building and the Metro extension, the three transport modes of bus, rail and Metro would be brought together in one interchange that would provide a significant opportunity to bring together public transport in one cohesive high quality facility.

The report set out progress to date and next steps with regards to the most achievable passenger benefits/outputs following a workshop with key stakeholders.

Councillor Rowley welcomed the report noting the huge benefits that the interchange would bring for Wolverhampton and the region and enquired as to whether the track alignment for Metro had been agreed and whether the project had taken into consideration the needs of people with disabilities including those with hidden disabilities.

The Programme Director for West Midlands Rail reported that the track alignment had not yet been finalised and that with regards to the interchange catering for people with disabilities, this was inherent in the scheme design and what is proposed. He added a consistent approach was being sought to ensure there was seamless travel across the three modes.

In relation to enquiry from Councillor Stanley regarding whether the Metro would serve the rail station, the Programme Director for West Midlands Rail confirmed that Metro would serve the bus station and the railway station.

Resolved:

- (1) That the principles and aspirations of the report to make Wolverhampton Interchange a World Class facility be endorsed and
- (2) That the progression of the most achievable project outputs (as detailed in table 1 of the report be endorsed.

41. Park and Ride Update

The committee considered a report of the Head of Rail that provided an update with regards to the delivery and development of park and ride sites in the Transport for the West Midlands area since the previous report was submitted on 3 April 2017.

The report set out the current park and ride provision, future pressures on park and ride, car park expansion workstreams including projects, car park enforcement, private sector partnership, park and ride charging, development of new park and ride sites on the Sprint network, park and ride standards, lease review, save a trial, encouraging other access options, stakeholder engagement and the review of charging arrangements at Sutton Coldfield.

Councillor Hanif reported that he welcomed the report and asked to be kept informed in relation to work being undertaken in Dudley.

The Head of Rail replied that he was happy to keep Councillor Hanif updated on matters in Dudley.

Councillor Huxtable noted that some of the car parks identified for expansion were on the boundary of the West Midlands and enquired as to whether consideration was being given to charging non-West Midlands residents for parking which could be undertaken by utilising modern technology such as automatic number plate recognition or Swift for example, as he noted that West Midlands residents paid for parking through their council tax. Councillor Huxtable also enquired as whether parking at stations by non-rail users was also an issue that could be tackled using technology such as Swift.

The Head of Rail advised that TfWM does not currently distinguish between West Midlands residents and non-West Midlands residents but work was being undertaken to map the usage of stations by post code. He added that non-West Midlands residents did use park and ride at some stations this however was not as big an issue as one might expect. In relation to park and ride spaces being used by non-rail users, the Head of Rail advised that this was not a widespread problem as most car parks were full by 8.00 am although it was an issue around Tile Hill Station where enforcements arrangements could be applied if necessary.

Councillor Alden reported of the need to 'future proof' any car park expansion to take account of clean air zones and future transport schemes, notably Metro and HS2 and enquired as to the future opportunities for expanding parking provision at Erdington.

The Head of Rail concurred with the need to ensure park and ride is integrated into all public transport schemes and that park and ride sites need a good rail service in order to be attractive. In relation to possible expansion proposals for Erdington, the Head of Rail reported that Erdington had been identified and undertook to speak to Alden further on the matter.

Resolved:

- (1) That the current status of development for park and ride expansion schemes be noted;
- (2) That the significant amount of activity that is underway on how park and ride is developed and delivered be noted and supported ;
- (3) That the broader policy decisions on park and ride charging will be an issue for the WMCA Board at the appropriate time be noted and
- (4) That the charging arrangements that exist at Sutton Coldfield be reviewed as outlined in paragraph 5.28 of the report be agreed.

42. Passenger Information Update

The committee considered a report of the Head of Smart Travel that provided an update on the passenger information activities of Transport for West Midlands from April to June 2017.

Further to the request of Councillor Hartley, Lead Member for Putting Passengers First, the Head of Smarter Travel, Chris Lane provided an update on the work of the Passenger Information Innovation Group.

In relation to a comment from Councillor Davis regarding the need for 'joined-up' passenger information and whether bus information will continue to be provided for the West Midlands conurbation following the demise of West Midlands Travel Information Services (WMTIS), the Head of Smart Travel reported that TfWM would continue to receive data for bus services across the country and TfWM also process data for the West Midlands Shire authorities. He added that the discussions are also on-going with non-constituent authorities to further develop the regional arrangements for 2017/18 and beyond.

Resolved: That the activity with respect to information provision and the progress being made towards all operator real-time information be noted.

43. Customer Engagement Update Report

The committee considered a report of the Head of Customer Services that provided an update on key engagement forums and activity undertaken with regards to Your Public Transport Matters Events, other engagement channels and Passenger Champion Activity.

The Customer Relations Manager, Lee Eteo presented the report and outlined the change in format to the Your Public Transport Matters Events (YPTM). It was noted that future YPTM events would integrate with other forum and public consultation events to consolidate customer contact in a more efficient way. A list of YPMT and WMCA events was included in the report although it was noted that further events would be planned which would involve partners.

In relation to a comment from Councillor Horton that he had not been informed of the Metro and Rail Event and his suggestion to review the distribution/ mailing list for events, the Customer Relations Manager reported that he would review the mailing list to ensure invitations were sent to the appropriate people.

Resolved: That the contents of the report and in particular the revised arrangements for face to face customer engagement be noted.

44. Bus Business Report

The committee considered a report of the Network Development Manager that provided an update on the performance, operation and delivery of bus services in the West Midlands.

In relation to West Midlands low fares zones offered by National Express on the Outer Circle route, Councillor Lal reported that bus drivers on the number 11 route have refused to accept the low fare ticket stating that the cheaper £3 ticket was invalid; he asked for clarity as to where the cheaper ticket could be used.

The Network Development Manager, Edmund Salt, undertook to contact National Express to seek clarification regarding the low fare zone ticket and the number 11 service.

Councillor Akhtar considered that all parties should work together to lobby Government to reduce fares which would serve to increase patronage.

The Head of Network Development reported that TfWM is working to increase patronage and reduce fares and reported of the recent success of the 16-18 photocard for apprentices/ those in job related training which allows this group to travel for half fare. He added that congestion also impacts on patronage and referred to the 50 deliverables that have been agreed by the West Midlands Bus Alliance which will look to tackle these issues among others. The Head of Network Development reported that he would respond directly to Councillor Akhtar on the matter.

In relation to the West Midlands Bus Alliance objectives and deliverables, Councillor Stanley reported that this was a useful document for sharing with the committee. The Network Development Manager undertook to circulate a copy of the document to members.

In relation to the bus stop rationalisation pilot, Councillor Huxtable reported that some of the bus stops that have been de-commissioned are impacting on other bus routes/services and considered that the position on these selected stops should be reviewed as soon as part of the trial rather than waiting until the end of the pilot.

The Head of Network Development reported that TfWM has received approximately 100 comments relating to the trial and the team was currently working their way through these to determine the best way forward and added that the trial is flexible; bus stops could be re-instated if required.

Resolved: That the report be noted.

45. WMCA Update -Transport Reports for Information Only

The committee considered transport reports that would be considered by the West Midlands Combined Authority Board at its meeting on 13 October 2017.

In relation to the report, 'West Midlands Common Approach to Cycling : Bikeshare' and an enquiry from Councillor Stanley regarding the provision for bikes on trains, the Managing Director, Laura Shoaf reported that decision as to whether bikes are allowed on trains is determined by the train operator and whilst London Midland allows bikes on trains, Chiltern Railway does not. The Managing Director undertook to ask the Programme Director for West Midlands Rail to provide an update for members with regards to the position for West Midlands trains.

Resolved: That the reports be noted.

46. Forward Plan

The committee considered a report of agenda items to be submitted to future meetings.

Resolved:

(1) That the report be noted.

47. Date of Next Meeting

Monday 6 November 2017 at 1:00pm

DRAFT

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Accessibility Action Plan Consultation
Department for Transport
Zone 2/14
Great Minster House
33 Horseferry Road
London
SW1P 4DR

Our ref: DfTAccessibilityAP-Sept-17
Telephone: 0121 214 7408
Email: Helen.davies@tfwm.org.uk

Date: October 2017

Dear Sirs/Madam

Re: Draft Transport Accessibility Action Plan

Thank you for inviting comments on the DfT's Draft Transport Accessibility Action Plan. The comments in this response represent the views of Transport for West Midlands (TfWM) - the transport arm of the West Midlands Combined Authority (WMCA) and the wider WMCA.

We welcome the opportunity to respond to this consultation, given the strategic importance of this document and the key role accessible provision plays now, and in our future transport system. It is vital that our region is able to provide the necessary infrastructure and high quality transport links across its seven local authorities, around the wider West Midlands and also beyond.

In summary, the WMCA are supportive of the DfT's Draft Accessibility Action Plan and our key issues are outlined below:

Greater acknowledgement of the need for effective Transport Space Allocation Policies, to identify the different requirements of different road users and their street activities, including those most vulnerable of users,

Consideration be given to whether the English National Concessionary Scheme Travel Card requires renewing every three years, for those of pensionable age, or could an improved system be implemented,

Consideration be paid to taxi operators, who operate scheduled passenger services and clarity be provided on whether they should be subjected to the same regulations as bus operators,

Greater emphasis be placed on the importance of public transport integration and the role of high quality interchanges, to provide a seamless journey for the passenger,

And finally, greater consideration to be placed on Mobility as a Service, and its role in joining up a wide range of modes, schemes and payment approaches together with cycling where a range of innovative cycle schemes support people with disabilities.

West Midlands Combined Authority and regional transport matters

The West Midlands Combined Authority (WMCA), through its constituent authorities and three LEPs has led the way with stronger Governance and direction for transport and better coordinated investment ([West Midlands Strategic Transport Plan “Movement for Growth”](#)). We have new powers through the Mayor (such as the adoption of a 600km Key Route Network across the region with new coordination of traffic works, safety and performance management), a commitment to a £1.2bn HS2 Connectivity Package and a further £2bn transport infrastructure investment package, all of which will transform accessibility across our region.

The need for accessible provision is integral to our future transport system through such measures as accessible information provision, infrastructure design, comprehensive local network coverage, disability awareness and supporting services such as Ring and Ride and Community Transport. There is also great scope for a substantially increased role for walking, cycling and public transport, to provide the West Midlands with sustainable, effective local accessibility. Therefore our comments for each chapter are now outlined below:

4. Consistency in accessing transport services

Under Action 1, TfWM feel that the Tactile Paving Guidance should be updated to include guidance on internal environments such as rail and bus stations which is currently missing resulting in inconsistent approaches. The ‘Inclusive Mobility’ guidance is currently primarily focused on physical accessibility and should be updated to include guidance on a wider range of disabilities as well as the role of technology based solutions.

Under Action 2, TfWM feel that a more holistic approach to Shared Space needs to be explored in the plan. Across Birmingham and the wider West Midlands, a Transport Space Allocation Policy ensures we identify the different requirements of various road users and their street activities, including the needs of active travel users, public transport users, private hire vehicles and taxis, whilst also supporting those most vulnerable of road users.

Under ‘Bus Concessionary Fares’, TfWM feel that significant expenditure is wasted on the renewal process of English National Concessionary Travel Scheme, where individual travel cards are renewed every three years. This process is not only time consuming but bureaucratic and costs TfWM around £600K per annum. We therefore believe that the DfT should review the expiry date element for these cards, issued to people of pensionable age and working with the DfT, on these issues is very much supported by TfWM. Clearer guidance on eligibility, specifically in relation to hidden disabilities is needed to ensure consistency of application across England.

In terms of rail, the Access for All programme has played a major part in improving accessibility and TfWM fully supports any extension to this programme. The funding has

allowed 83.6% of our stations to be step free - not only benefiting disabled people or those with reduced mobility, but also people with children, heavy luggage, and some more elderly people. Therefore we hope many more stations in the region will become fully accessible as a result of the programme continuing. Since the Hendy Review of Network Rail's finances, the Access for All fund has been subject to some uncertainty. Nationwide, a number of schemes have been deferred to possibly as late as 2024. TfWM stresses the importance of protected investment aimed at making public transport more accessible, especially since many accessibility schemes are not commercial and therefore struggle to make a business case stand up purely on their own merits.

The role of taxis (either private hire vehicles or hackney cabs) can play a key role in supporting vulnerable groups access key services yet further ways this mode could complement the wider public transport network needs to be explored within the Action Plan. Additionally, information should be included on the destructive transport modes like UberPool and CityMapper who are already supporting groups of disabled people access key services and could provide for a more efficient way of supporting Local Authority transport. Yet at the same time, the Action Plan should ensure the importance of taxi operators, operating scheduled passenger services are subjected to the same registration/regulations as bus operators. Therefore we welcome the Action Plan to pick up upon these issues, especially as more community transport initiatives could fall under the role of the taxi in the future, as community transport initiatives continue to decline.

The Action Plan has the potential to set a cut-off date for when all taxi and private hire vehicles need to be fully accessible, like in the case of the bus and coach industry and fully address the importance of accessible taxis across our region - especially as this sector is a growing market amongst a range of vulnerable groups.

5. Monitoring the Impact of Regulatory Compliance

In terms of rail accessibility, TfWM welcomes research to measure the impact of work to improve rail vehicle accessibility but would also encourage work to identify ways that data can be used to improve the experience for disabled passengers, in line with recommendations outlined in ORR's "Improving access to rail information for disabled passengers" 2015 report.

In terms of 'monitoring abuse of disabled parking spaces,' an initiative operated through Coventry City Council, Appy Parking and Nwave includes an innovative parking app which helps to make finding an on-street parking space in Coventry simple, as a result of real time sensors. 'Appy Parking' shows available spaces in real time, along three of Coventry's busiest streets including all 36 disabled bays. This app has then helped eliminate the need to trawl the city's streets looking for spaces and informed disabled people of available spaces.

6. Training and education

TfWM fully supports further work with the bus, rail and taxi industry to implement good quality disability awareness training for drivers. There needs to be a stronger focus on achieving consistency in the quality, frequency and timing of the training delivery. Identifying effective monitoring mechanisms is crucial. Finally, the Framework developed from DPTAC is

comprehensive but would benefit from a revision to include more details on training elements in relation to hidden disabilities.

7. Spontaneous travel

In terms of spontaneous rail travel and the significance of Disabled People's Protection Policy (DPPP), TfWM feel more emphasis should be made on ensuring operating companies fully identify challenges disabled people encounter when travelling by rail and fully comply with their obligations to assist disabled passengers. Currently, the Action Plan fails to set clear operator targets including reducing the booking times for passenger assistance from 24 hours in advance to 12 hours or less and ensuring ramps and accessible toilets are available on all trains across the region. Despite positive actions noted in the Passenger Assist system, more committed targets should be set within the plan. TfWM would encourage exploring the use of technology to improve the passenger assist experience and encourage spontaneous travel. This becomes increasingly important given the reduction in station staffing levels over the past few years.

8. Building Confidence and Empowerment

In terms of the section 'future policy development' there needs to be more emphasis on the integration of public transport. Integrating rail connections with rapid transit lines for high volume corridors, together with local bus networks and active travel modes at quality interchanges, and ensuring one seamless journey for the passenger will help deliver high quality connectivity. However, currently in the plan this is missing as an ambition to promote wider accessibility.

9. Strengthening our evidence base

Within this section, the transport innovation examples appear limited and we feel much more case studies on innovative practices should come out from this chapter. We are in an age of smart technology and this is changing our customer behaviours and expectations to public transport. The Action Plan should therefore embrace smart technology to its full potential, increase uptake of new ticketing media and leverage the power of smart technology to improve accessibility on the transport network.

Within this section there is also no emphasis on co-ordinating and joining up of our transport services better to provide a seamless journey. The work of Mobility as a Service (MaaS) should be referenced much more throughout the Action Plan and not just under Demand Responsive Services. As the concept is about combining transportation services from public and private transportation providers through a unified gateway, which users paying from a single account as it joins up a wide range of modes and schemes including ride-sharing and e-hailing services, bike-sharing programs, and car-sharing services, as well as on-demand bus services with those transitional modes of travel like bus, rail and rapid transit. Therefore this area of work needs to be embraced throughout the Plan and not as a bolt on at the end.

Finally, we feel this chapter lacks the importance of embracing cycling and wider active travel modes. The Action Plan assumes people with disabilities travel on vehicles with motors and

four wheels. Yet many people with disabilities prefer trikes for transport and issues like cycle design, parking, access to stations and train carriage design should be all be accommodated and referenced within the Action Plan as options.

Additionally the DfT should be engaging with organisations like 'Cycling Projects' and 'Wheels for Wellbeing' on innovative cycling initiatives which support adults with disabilities and differing needs instead of remarking on E-Bikes only.

Delivery of the Accessibility Action Plan

We would like to further reiterate our support for a partnership approach with the DfT to address accessibility issues on the transport network and we would welcome further dialogue on potential future projects we could work in partnership on. If you have any further queries or require additional information, please do not hesitate to contact me.

Yours sincerely

Helen Davies
Senior Policy Officer

Anna Sirmoglou
Equalities Manager

Transport for West Midlands (TfWM) West Midlands Combined Authority (WMCA)

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Transport Delivery Committee Meeting

Date	6 th November 2017
Report title	Safer Travel Update
Accountable Director	Stephen McAleavy, Director of Transport Services (interim) Email stephen.mcaleavy@tfwm.org.uk Tel (0121) 214 7452
Accountable Employee	Mark Babington, Safer Travel Update Email mark.babington@tfwm.org.uk Tel (0121) 214 7286
Report to be/has been considered by	Cllr Worrall, Chair of Transport Delivery Committee Cllr Holl-Allen, Lead Member for Safe and Sustainable Travel

Recommendation(s) for action or decision:

The Transport Delivery Committee is recommended to:

1. Note the details of the report.
2. Note the overall current crime trends in 3.1-3.4

1.0 Purpose

- 1.1 The purpose of this report is to provide Transport Delivery Committee Members with an update on the performance and operations of the Safer Travel Partnership.
- 1.2 The purpose of this report is also to provide Transport Delivery Committee with an overview of the development of the TfWM Control Centre (TCC).
- 1.3 This report will also provide members with an overview of some of the new Powers available to the West Midlands Combined Authority.

2.0 Background

- 2.1 The Safer Travel Partnership consists of just over 100 staff brought together from a number of organisations including TfWM, West Midlands Police, British Transport Police, operators and private security companies. Managed through TfWM, the Partnership has the main objectives of delivering the Safer Travel Plan, reducing/managing crime levels on public transport and making passengers feel safe.
- 2.2 The Safer Travel Partnership is nationally unique and has received National and European praise for its innovative crime reduction methods and for bringing together a range of partners to deliver the results. The Safer Travel Partnership utilises deployment models such as SARA (Scan, Analyse, Respond, Assess) and POP (Problem Orientated Policing), following the Police National Intelligence Model (NIM). This approach has ensured that the right resource is in the right place, at the right times, doing the right things to reduce crime and make passengers feel safer.

3.0 Performance Update

- 3.1 Total recorded bus crime has increased by 8% in the first half of 2017/18 compared to the previous year. This equates to an increase of 96 offences. Most notable increases are in criminal damage and robbery. There has however been a decrease in public order and violence offences. The Safer Travel Police Team have put in place Operation Villis which will target the most significant form of criminal damage, which is smashed windows. This will include the peak months of October, November and December.
- 3.2 Total recorded rail crime has increased by 36% in the first half of 2017/18. This equates to an increase of 296 offences. This increase should be seen as significant, but does mirror the national picture. The most significant increases have been seen in theft of passenger property, robbery and importantly vehicle crime. BTP have started to review their deployment principles in line with their new demand picture. TfWM officers have met with senior representatives of British Transport Police (BTP) to discuss a way forward on this issue. In addition to this the Safer Travel Police team are working with the national car crime force, to tackle the issue of vehicle crime in the WMCA Park and Ride sites, again this is an issue mirrored across the region (with the West Midlands affected more than the national average).
- 3.3 Total recorded Metro crime has shown a significant decrease of 31% in the first half of 2017/18. This equates to a decrease of 19 offences. Decreases have been seen across virtually all crime types. Metro remains a part of the daily patrol strategy of Safer Travel. Work is underway with the British Transport Police Authority (BTPA) to ensure that there is no disruption in policing during the transfer of Metro services.
- 3.4 Because of the increase in crime on bus and rail, overall Recorded Public Transport Crime is up 17% (372 offences). It is worthy of note that despite this, the increase experienced in the West Midlands is far less than others areas of the country. It is also important to point out that the longer term trend is downward with crime on the bus network having reduced by approximately 70% in the last 10 years and crime on the rail network by over 20%.

4.0 Safer Travel Plan

4.1 The Police and Crime Commissioners new Safer Travel Plan (STP) was formally signed off in October 2016 and approved for delivery. Delivery will continue through until 2020. The Safer Travel Plan has 30 deliverables under the 6 main work streams of:

- Reduce Crime, Disorder and ASB
- Further improve Passenger Perception of Personal Safety
- Maximise the benefits from the use of technology
- Ensure a Co-ordinated, Partnership response to issues of Road Safety
- Enhance the use of Civil Interventions
- Improve Passenger Engagement and Communication

4.2 The Safer Travel Plan will continue to be the main and core focus of the Safer Travel Partnership over the next three years, building on the success of the previous Local Transport Policing Plan, whilst incorporating the work of the Central Motorway Policing Group and the Roads Policing Unit.

5.0 Recent Developments and Operations

5.1 Throughout the first 6 months of 2017/18 the Safer Travel Partnership have continued to evolve and carry out targeted operations with great success. This has included the addition of a couple of new posts, a slight restructuring of delivery, as well as operations focussed on cycle theft, vehicle crime and criminal damage.

5.2 The Safer Travel Partnership now has a dedicated Communications Officer, this role has supported the new use of various forms of social media, development of a new Safer Travel website, new more simple to use reporting facilities for operators and various other media releases. The Safer Travel Partnership also now has a dedicated Education Officer. With around 80% of all public transport related crime affecting those 13-21, this post is critical in ensuring young people understand appropriate behaviour and also understand how to keep themselves safe.

5.3 The CCTV control centre working with West Midlands Police and British Transport Police have worked together to try and tackle vehicle crime and cycle theft. The CCTV operators have managed to capture images of numerous perpetrators of both types of offences. Images collected by operators have led to the arrest and conviction of many well-known and persistent offenders.

6.0 TfWM Control Centre

6.1 Built in 2012 for centralisation of monitoring services of TfWM CCTV the TCC has grown significantly with regard to the range of services it provides. TfWM have entered into agreements with London Midland, Chiltern Railways, Solihull MBC and East Staffordshire

BC. For London Midland this has meant monitoring 240 CCTV cameras and numerous lift alarms, for Chiltern this has meant the monitoring of 50 CCTV cameras, for Solihull MBC, this has meant the monitoring and maintenance of their 98 CCTV cameras and managing their Out of Hours phone service. Finally for East Staffs BC has meant the monitoring of their 48 CCTV cameras in Burton and Uttoxeter and their town centre radio system.

- 6.2 In September 2017, the TfWM Control Centre began to receive images from the Walsall MBC public space CCTV system as well as signals from their town centre radio system. TfWM now provide, through their contracts, the staffing, maintenance and management of the Walsall MBC system. The savings achieved by Walsall MBC by moving their service has ensured the sustainability of service for the foreseeable future, as well as opened up the opportunity of reinstating previous broken cameras and upgrading cameras where required.
- 6.3 In the last few months TfWM have put in place a new 100Mbs link between the TCC and West Midlands Police Events Control Suite. This will improve the emergency response of TfWM in the event of major incident or event.
- 6.4 Whilst the net operational cost of CCTV is approximately £1 million less than in 2011/12, officers are exploring other opportunities to reduce costs and increase income. There exists a opportunities to revise current transmission techniques which will reduce revenue spend by over £100k per year, there is also an opportunity to replace some existing components which will reduce maintenance costs and liability. In terms of increasing income, proposals have been made to a couple Local Authorities to provide services on their behalf. Consideration is also being given as to future space requirements for the TCC.

7.0 New West Midlands Combined Authority Powers

- 7.1 The West Midlands Combined Authority (Functions and Amendment) Order 2017 gave the West Midlands Combined Authority (WMCA) numerous powers from May 2017. Included within this Order is the ability for the WMCA to apply for and manage regional Injunctions for anti-social behaviour. This is a concurrent power so would require close coordination with the 7 Local Authorities, however this will overcome previous boundary limited interventions used to date. Whilst Anti-Social Behaviour is legally defined within the Crime and Disorder Act 1998, it is worth noting that this covers all behaviour that is likely to cause alarm, harassment or distress. Any injunctions applied for will be on the basis of last resort, once all other interventions have been explored.
- 7.2 Under section 18 of the Order, the WMCA also now have the concurrent power of enforcing smoking in public places, specifically to include buses and bus stations. Again this power will also include the need to closely coordinate with the 7 Local Authorities. This section of the Order also provides the WMCA the ability to empower other bodies to act on their behalf in regard to this power. Enforcement is by way of a Fixed Penalty Notice.

8.0 Financial implications

- 8.1 There are no immediate financial implications as a result of the recommendations within this update report. All current activity is funded within existing revenue and capital budgets with

further opportunities being explored to both increase CCTV income and reduce CCTV related operational costs.

9.0 Legal implications

9.1 Legal implications have been set out in the body of the Report, There are no further direct implications arising.

10.0 Equalities implications

10.1 There are no direct equalities implications arising from this report.

Glossary of Terms

Word / Acronym	Explanation
ASB	Anti-Social Behaviour – a type of behaviour that causes alarm, harassment or distress to one or more other people.
CCTV	Closed Circuit TV
IP	Internet Protocol
Local Transport Policing Plan	A plan with 30 objectives signed off and approved by the ITA, Police and Crime Commissioner and British Transport Police Authority. Objectives have the overarching aim of reducing crime and making passengers feel safe on public transport in the West Midlands
NIM	Which stands for National Intelligence Model – is a nationally recognised Policing model based on detailed crime pattern analysis
PC	Police Constable
PCSO	Police Community Support Officer
POP	A crime reduction approach, which focuses on intelligence led interventions, stands for Problem Orientated Policing
Project Empower	Project launched in 2014, with the objective of increasing reporting of, and increased confidence in the reporting of sexual offences on public transport.
Rail Safety Accreditation Scheme	Administered by the British Transport Police, enables those holding the accreditation to hold a number of delegated powers.
Restorative Justice	Restorative justice is an approach to justice that focuses on the needs of the victims and the offenders, as well as involving the community. This contrasts to more punitive approaches where the main aim is to rehabilitate the offender and reconcile with the victims and the community, or satisfy abstract legal principles
Safer Travel Partnership	The Partnership of Centro, West Midlands Police, British Transport Police and Operators, tasked with reducing crime and making passengers feel safer
SARA	A crime reduction planning tools, which stands for Scan, Analyse, Respond, Assess.
Special Constables	Volunteer Police Officers. Required to work a minimum of 16 hours a month, receive full constable training and hold full powers of a PC
Year to Date	Crime figures used to compare the like for like time period from the previous year. Year to date figures generally commence 1 st April

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Transport Delivery Committee Meeting

Date	6 th November 2017
Report title	Midland Metro Penalty Fare
Accountable Director	Phil Hewitt Email Phil.Hewitt@tfwm.org.uk Tel 0121 214 7254
Accountable Employee	Sophie Allison Email Sophie.Allison@tfwm.org.uk Tel 0121 214 7347
Report has been considered by	Metro Operations Board

Recommendation(s) for action:

Transport Delivery Board is recommended to:

1. Note the contents of the report
2. Support the proposed application of a Transport and Works Act Order (TWAO), to seek the necessary powers for West Midlands Combined Authority (WMCA) to make changes to the penalty fares on Midland Metro (including increases and a two tier system), removing the requirement for Secretary of State approval
3. Recommend to WMCA board on the 8th December 2017, that it approves the application of a TWAO as detailed above.

1.0 Purpose

- 1.1 To inform Transport Delivery Committee (TDC) of the proposal to submit an application for a TWAO to amend the Midland Metro (Penalty Fares) Act 1991 so as to (i) establish a two tier system of penalty fares; and (ii) confer powers on WMCA to make changes to the penalty fares on Midland Metro in the future without the requirement for an Order of the Secretary of State for Transport subject to negative resolution in Parliament.

2.0 Background

- 2.1 On the 14th March 2016 Transport Delivery Committee (TDC) approved a proposal to submit an application to the Secretary of State for an order to increase the penalty fare on Midland Metro in accordance with the Midland Metro (Penalty Fares) Act 1991. The current penalty fare on Midland Metro is £10 and is deemed an unsuitable deterrent for fare evasion.
- 2.2 The proposal approved by TDC included a two tier penalty system, with the opportunity for the penalty to be reduced by 50% if paid within 21 days.
- 2.3 When progressing this matter as proposed, the Department for Transport (DfT) formed a view that WMCA has no legal power at present to implement a two-tier system. This is because the 1991 Act specifies the penalty amount, meaning that acceptance of a reduced penalty would in effect be at the discretion of WMCA rather than on a statutory basis. Legal advisers at the DfT pointed to the fact that it has previously thought it necessary to give other bodies' specific statutory powers to accept a reduced penalty for prompt payment.
- 2.4 Whilst WMCA can submit the application as proposed, the ambiguity surrounding this issue may lead to the application being rejected or if approved could mean that only the actual penalty amount defined in the Act could be collected (without the two tier system).
- 2.5 Continuing in this manner therefore poses risks to the delivery of the anticipated penalty fare regime which is based on a 2 tier system and has been agreed with consultees.
- 2.6 Following legal advice from Winckworth Sherwood, Parliamentary Agents, it is proposed that WMCA applies for a TWAO to confer on WMCA the powers to set out a two tier system and also to make changes to penalty fares including making any increases. This would make legislative provision to enable WMCA to accept a reduced fare within a specified period. The TWAO would remove the requirement for the Secretary of State to approve penalty fares, instead giving him a consultative role.
- 2.7 The method would give WMCA the powers to make future changes to Penalty Fares on Midland Metro as deemed appropriate without the requirement to seek approval through Ministerial order and negative resolution of Parliament. The provisions sought by WMCA have precedent in the Croydon Tramlink (Penalty Fares) Order 2003 (S.I. 2003/1614).
- 2.8 Whilst there are no statutory consultees for the TWAO, WMCA are consulting with passengers, Metro Passenger Panel, Transport Focus and the operator of Midland Metro National Express Midland Metro. Information regarding the proposal has also been issued to local councillors and MPs along the metro route and the local authority transport departments.
- 2.9 It is proposed that approval to submit the TWAO is sought at the WMCA Board on the 8th December and the application be made in January 2018, subject to approval being granted by the board.

2.10 Legal Comments

- 2.11 Legal comments are incorporated within this report.

2.12 Financial Comments

2.13 There are no financial implications from this report as the activity in relation to supporting the above can be resourced within current budgets.

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Transport Delivery Committee

Date	6 th November 2017
Report title	Rail Business Report
Accountable Director	Malcolm Holmes, Programme Director, West Midlands Rail Email malcolmholmes@westmidlandsrail.com Tel 0121 214 7058
Accountable Employee	Babs Spooner, Rail Partnerships & Delivery Manager Email babs.spooner@tfwm.org.uk Tel 0121 214 7266
Report to be/has been considered by	Councillor Roger Horton – Lead Member Rail and Metro

Recommendation(s) for action or decision:

The Transport Delivery Committee is recommended to:

- Note the content of the report

1.0 Purpose

To provide an update relating to the performance, operation and delivery of rail services in the West Midlands including on rail operator partnership agreements and West Midlands Rail (WMR) activity.

2.0 Section A – Background

2.1 Transport for West Midlands (TfWM) and West Midlands Rail currently work to influence the management and delivery of rail services and projects.

2.2 This report provides a summary of rail activity in the TfWM and wider WMR areas between June and November 2017

3.0 Section B – Rail Reorganisation

- 3.1 During September, a proposal was put forward to merge TfWM and WMR rail activity and resource under one director to improve effectiveness and efficiency and drive renaissance for rail in the region. This proposal was agreed by senior officers and elected members, and will see the merging of the TfWM and WMR rail teams.
- 3.2 The detail of the new structure is currently being developed in line with West Midlands Combined Authority (WMCA) policies and procedures. Its aim is to ensure that there is the right focus on day to day rail operations, including the management of the new West Midlands franchisee, and also on rail strategy, development and project delivery.
- 3.3 Careful consideration is also being given to governance arrangements to ensure that the rail interests of authorities within the TfWM and WMR areas are fairly represented. A proposal is being developed detailing how the new rail team will work alongside both Transport Delivery Committee, WMCA Board and West Midlands Rail Board of Directors to ensure elected members have the best opportunities possible to oversee and input into rail matters.
- 3.4 Once these proposed governance arrangements have been further developed, details will be shared with members for approval.

4.0 Section C – West Midlands Franchise Competition Update

- 4.1 The new West Midlands Franchise is due to commence on 10 December 2017, with the relevant services and stations operated by West Midlands Trains Ltd. (WMT), a joint venture between Abellio, East Japan Railway Company and Mitsui & Co Ltd.).
- 4.2 Some details of what the new franchise will deliver were brought to the September meeting of the Transport Delivery Committee (TDC). West Midlands Trains Ltd. has been invited to present to the December meeting of TDC to provide members with full details of the franchise just before its launch.
- 4.3 TfWM and WMR are currently working jointly with WMT on mobilisation for the new franchise in order to assist in providing a seamless handover between the winning bidder and the incumbent. This includes ensuring all contracts in existence between the organisations transfer effectively on the day the franchise changes hands.
- 4.4 TfWM and WMR are also working in partnership with WMT on the development of a number of work streams in readiness for the new franchise to ensure they provide maximum benefit to our customers. These include inputting to service

(timetable) development, rolling stock proposals and customer experience areas including service quality, multi-modal interchange and accessibility.

- 4.5 The new franchise includes a new West Midlands Railway brand for services and stations within the region. This brand was developed by WMR, is owned locally and will carry on over subsequent franchises. It will be showcased on at least one station and train on 10 December to mark the start of the new franchise.
- 4.6 On Tuesday 17th October West Midlands Trains announced a £680 million order with Bombardier and CAF for 413 carriages. Bombardier will manufacture 36 three-car and 45 five-car electric trains, while CAF will produce 12 two-car and 14 four-car diesel trains. In total, 107 new trains will be delivered. The first trains will enter passenger service in 2020 with the full fleet expected by 2021. All of the new rolling stock will feature air conditioning, free Wi-Fi and in-seat power sockets. By the end of West Midlands Trains franchise 58 per cent of the rolling stock will be new and all of the remaining carriages will be renovated



An artist's impression of what one of the new WMR diesel trains could look like

5.0 Section C – Projects Update

5.1 Park & Ride

TDC received a full update on Park and Ride projects at its October meeting.

5.2 Longbridge

The TfWM project to construct a multi-storey park and ride and the separate London Midland/Network Rail project to refurbish the station are both anticipated to enter delivery phase in Spring/Summer next year.

5.3 University

A Network Rail GRIP3a report into the options for redeveloping University Station has been received. Project partners are currently considering this report and the next steps for developing the scheme. Work on creating a funding strategy for the scheme is also underway.

5.4 Bromsgrove

TfWM continues to actively manage the station operations at Bromsgrove while completing final snagging issues on station project. An updated contractual agreement is being developed with West Midlands Trains Ltd. covering key areas of operation and management of the station including staffing, cleaning, maintenance, ticket retail and staffing.

6.0 Section D – London Midland Partnership & Operations

6.1 Since the last rail business report a number of customer improvements have been delivered and a range of partnership activity has taken place.

6.2 Bus and rail interchange

A new bus information screen providing passengers with real time information about bus arrivals/departures from nearby bus stops has been installed at Sandwell and Dudley Station, going live on August 16th.



6.3 General improvements

London Midland and TfWM have liaised on a number of potential initiatives that could be funded with some money London Midland have available for customer improvements. New benches will be delivered at a number of locations across the network, i-Beacons will be rolled out at stations (as the next phase of the Transreport app, please see below), and Vemotion boxes are being trialled at

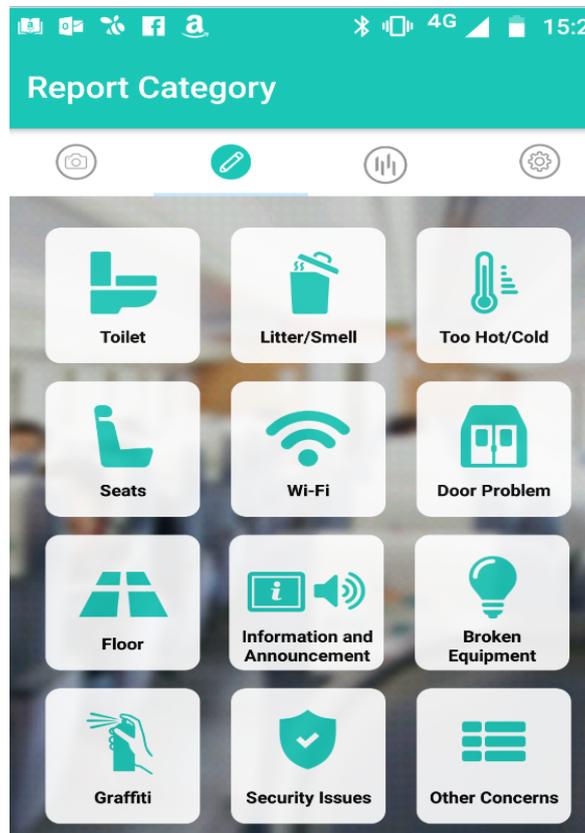
Cannock, Penkrige and Henley-in-Arden which allow for remote CCTV monitoring.

6.4 London Midland Labs

London Midland’s innovative Labs programme, which works with companies and technology providers to deliver innovative solutions to rail issues for the customer, has entered its next phase.

6.5 A number of applications developed from the first cohort are being further developed, and cohort 2 of the structured 12-week ‘Labs’ scheme has commenced with the showcase of innovation presented in mid-October.

6.6 One of the many positive outputs from London Midland’s ‘Labs’ is the development of the Transreport app. I-Beacons have been rolled out across the entire London Midland fleet (except the 139’s used on the Stourbridge shuttle). These allow passengers to fault any issues with the train whilst on board through the app. The i-Beacons automatically identify the exact location (train and carriage) of the fault. The process improves fleet performance due to the fault being identified prior to reaching the depot for inspection which allows the engineers to work to resolve the issue immediately.



The Transreport App developed by London Midland as part of its labs programme

6.7 Cycling initiatives

The partnership Cycle Rail initiative has been completed, delivering:

- 30 spaces on two tiered cycle racks, shelter and CCTV at Tile Hill
- 30 spaces on two tiered cycle racks, shelter and CCTV at Widney Manor
- 20 spaces on one tiered cycle racks, shelter and CCTV at Smethwick Galton Bridge
- 10 spaces on one tiered cycle racks, shelter and CCTV at Sutton Coldfield
- Cycle tool stands at Selly Oak, Stourbridge Junction, Rowley Regis, University, Tile Hill, Smethwick Galton Bridge, Sutton Coldfield, Canley and Four Oaks

6.8 A £56,000 scheme is also being delivered to provide additional cycle storage provision at Walsall Station as part of the third round of ATOC's Cycle Rail Funding.

6.9 The scheme will see the number of spaces provided at Walsall increase from 10 to 42 through the provision of a new, two tier storage deck. The project also delivers occupancy sensors, cycle tools, new fencing, a new tarmac base and drainage, signage, and enhancement of CCTV and lighting.

6.10 During the summer, colleagues from London Midland's property team cleared the former waste disposal area at the station to provide the required space for the new cycle storage:



6.11 London Midland and TfWM (led by Emma Crowton in the Sustainable Travel Team) have also partnered in initiatives to educate about and address cycle crime in order to try to tackle rising numbers of bike thefts.

6.12 TfWM have sourced 6 old bikes which have been sprayed brightly and locked at key locations in the region: New Street, Canley, Solihull, Wolverhampton, Selly Oak, Bournville, Coventry and Dorridge. The bikes will highlight how to use two D-Locks correctly, providing a deterrent to cycle thieves.

6.13 Signs have been produced to sit within the frame (as shown below) advising on how to correctly lock bikes and promote the partnership's discounted D-lock offer. Additionally they also warn potential thieves that CCTV and decoy bike trackers are in operation at stations. The bikes can be deployed to any station where crime is becoming more of an issue.



6.14 TfWM, London Midland and the Safer Travel Police Team have also won the 2017 Cycle Crime Award for Partnership Projects for their joint work to encourage and advise on safe cycle storage, deliver love your bike sessions, and provide discounted D-locks and cycle marking kits.

6.15 **Community rail schemes**

London Midland is currently giving a strong focus to developing community rail initiatives across the network.

6.16 As part of this work, TfWM jointly funded the creation of a “Love Thy Neighbour” mural at Smethwick Rolfe Street reflecting the area’s many cultures, painted by art students at Sandwell College. Construction students from the college also transformed the former Station Master’s office into a history exhibition space and meeting room.



- 6.17 The project received two prizes in the National Community Rail Awards – third place in the Permanent Station Artwork category and first prize in the Involving Diverse Groups category.
- 6.18 Furthermore, the increasingly popular station adoption scheme which enables local groups help to make a difference to their local station has been taken up by community groups at Stratford-upon-Avon, Stratford-upon-Avon Parkway, Shirley, Widney Manor and Olton stations. 27 station adoptions now exist across the London Midland franchise area. A meeting is being held at Bromsgrove in late October to discuss the feasibility of a further station adoption there.
- 6.19 TfWM is also working with WMR, London Midland, Chiltern Railways, Solihull MBC and Warwickshire County Council to look at the feasibility of creating a Heart of England Community Rail Partnership covering the Snow Hill lines in from Leamington and Stratford-upon-Avon and the new line between Leamington and Coventry via Kenilworth.
- 6.20 **Safety, security and revenue protection**
During the summer, London Midland's Revenue Protection and Security team have started to enforce railway bylaws. The pilot education programme on the Cross-City Line has already seen 163 passengers warned about feet on seats, 11 stopped for smoking, and 20 people ejected from stations. During the programme, offenders are issued with a yellow warning card and future offences, including cycling on platforms or playing loud music, can lead to prosecution.
- 6.21 **Passenger champions**
The latest Cross City Passenger Champions meeting was held in late July at Soho Depot, supported by Babs Spooner and Lee Eteo from TfWM. The passenger champions were updated on the roll out of WiFi and CCTV, given a demonstration of the new Transreport app, and given a tour of the depot, including being shown the mechanics behind the WiFi installations.
- 6.22 A new survey to enable passenger champions to provide feedback was also presented to the group. This followed an agreement to update the surveys to be more user friendly and standardised across all transport modes. This should obtain better buy in from our Passenger Champions to complete them.
- 6.23 **London Midland Performance**
Regular reviews take place to monitor performance of London Midland services including the top ten incidents causing delays and cancellations. Table 1 demonstrates the reliability and punctuality of London Midland services over the last three periods. More detail on London Midland's performance is provided in Appendix A.

Four weeks ending:	July (P:1804)	August (P:1805)	September (P:1806)
Peak Reliability (% trains operated)	99.1%	97.1%	98.2%
Peak Reliability (moving annual average - MAA)	98.3%	98.2%	98.2%
Peak Punctuality (% 0-5 mins late)	85.5%	88.5%	88.0%
Peak Punctuality (MAA)	82.1%	82.2%	82.5%
All-day Punctuality (% 0-5 mins late)	92.3%	92.8%	92.5%
All-day Punctuality (MAA)	92.8%	93.0%	93.2%

Table 1. London Midland performance in rail periods 4, 5 and 6

- 6.24 Performance remained reasonably consistent throughout the quarter. Delays were caused by a number of relatively small incidents, with no single issue causing a delay of over 1000 minutes.
- 6.25 The main incidents that caused reliability / punctuality issues over the quarter included a broken down train at Kings Norton, with pantograph issues causing wider overhead line problems, an axle counter failure at Wolverhampton South Junction, points failures at Kings Norton, Longbridge and Proof House Junction, and a train becoming divided at Kings Norton.
- 6.26 London Midland and TfWM have been working jointly on planning for the leaf fall period, including on service provision and communications. This week's leaf fall timetable commenced on the Cross City line on 30 October and will run until 9 December 2017 – a shorter period than last year. There will be an additional train unit available this year which should provide some support in managing crowding, especially in the busy run up to Christmas. TfWM will be conducting a customer survey during the leaf fall period to understand passenger views. This will be used to help inform future approaches to managing the leaf fall period.
- 6.27 London Midland has been lobbying Network Rail to deliver increased removal of foliage along the railway to reduce the impact of the leaf fall period on train punctuality and reliability. TfWM and WMR are offering support in achieving this output.
- 6.28 London Midland has also developed a proposal to reduce Class 153/Class 170 multiple-working during autumn, with the objective of preventing problems with short-formations on the Chase Line. This will be of particular use with the increased demand seen on services to Rugeley Trent Valley from Amazon workers in the run up to Christmas.
- 6.29 TfWM are continuing to work with London Midland, Network Rail and other Train Operating Companies to plan the management of the New Street and

Soho area signalling works being undertaken over the Christmas period this year. A separate presentation was delivered to October's TDC briefing session detailing the nature of the work, what they will deliver, customer impact and how this is being managed and communicated.

- 6.30 London Midland is working closely with Network Rail on suicide prevention, with a particular focus on three hotspots – Tamworth, Tile Hill and Dudley Port. TfWM will be working alongside these organisations to support this work. London Midland and Network Rail will be jointly presenting on the initiatives they are delivering to prevent railway suicides at the TDC briefing in November.
- 6.31 **National Rail Passenger Satisfaction (NRPS) Survey Results**
On the 25th July 2017 the National Rail Passenger Survey results were released.
- 6.32 London Midland's results show a small dip in overall satisfaction across the company from 85% to 84%. There appears to be a particular decline in satisfaction from business users (88% to 83%). For West Midlands users, satisfaction has dropped by 2% compared to spring 2016, but is level with results from autumn 2016 and has increased by 2% for West Midlands commuters.
- 6.33 In terms of specific attributes, satisfaction rose with nearly all station related items except for personal security which saw a minor decrease compared to Spring 2016, however on train nearly all areas reduced in satisfaction with larger falls for connections with other train services, personal security on board, provision of information and helpfulness of staff. For West Midlands users there was a 10% drop in satisfaction with seat comfort.
- 6.34 It is thought that the impact of Storm Doris had a large influence on results associated with on train satisfaction, as punctuality and reliability are shown to have a significant bearing on overall feelings of customer satisfaction across all factors.
- 6.35 It was agreed that there were three key areas that London Midland and TfWM could have a particular impact on addressing together in the last three months of the franchise: interchange arrangements at Snow Hill, punctuality and reliability via suicide prevention measures/leaf fall measures (as mentioned above), and improving information during disruption.
- 6.36 With regards to the latter, Ayannah Wilson has been working closely colleagues across TfWM, London Midland and wider stakeholders to co-ordinate a workshop looking to look at how both organisations can work together to provide improved information to passengers and on the ground staff, with a focus on during delays. This was attended by London Midland.

7.0 Section E – Chiltern Railways Partnership & Operations

- 7.1 Significant work has been undertaken to create a new format for rail partnership agreements, developed as a tri-partite agreement between the relevant train company, TfWM and WMR.
- 7.2 The objective of the new style of partnership is to provide an agreement which:
- Better aligns with the evolving WMCA and TfWM objectives including reflecting the wider scope of the organisation under the new Mayor, Andy Street's leadership;
 - Reflects the ongoing work of WMR including in developing rail strategy and managing the new West Midlands franchise;
 - Acts as the delivery mechanism for the Single Network Vision, developed by WMR and TfWM as a means by which to deliver a high quality, consistent rail network across the region, and across all operators;
 - Provides more detailed and specific deliverables for partners to aim to achieve in collaboration; and
 - Provides an increased chance of rail industry, local authority and funding partner buy in.
- 7.3 The first iteration of the new format of partnership agreement has been developed with Chiltern Railways. This is currently going through Chiltern's board, and is scheduled to be brought to TDC in December or January.
- 7.4 **Chiltern activities – kids' days**
From 8th August to 11th August Chiltern saw the Kids' Coach departing Birmingham Moor Street to Marylebone at 10.55. The coach was decorated and the children had games and activities on board, at the end of the journey they received a goody bag packed full of goodies.
- 7.5 **The Rail Disruption Game**
Aston University, Chiltern Railways, Focus Games and the Rail Safety and Standards Board have been working together to develop a board game called "The Rail Disruption Game". The idea is that customer service staff who play it will become better at managing information during a service delay or cancellation. It brings frontline staff together, recreating a typical disruption event and challenging players to respond to a series of customer queries.
- 7.6 The game is a unique blend of a traditional board game featuring playing cards and counters, and an online game using a tablet device to deliver information to the players. The game is designed for between six and eight players working together as a single team.
- 7.7 Players are presented with realistic scenarios and common interactions with customers that occur during disruptions. Under time pressure the team must

work out the best way to solve the customers' problems by working out the best way to work together.

- 7.8 Once the game is over, players are given time to reflect on the experience and then suggest ways in which the management of disruptions and day-to-day operations could be improved, empowering them to make a difference to their roles and company practices.



7.9 Awards

September 21st saw Chiltern highly commended as Passenger Operator of the year in the 2017 National Rail Awards. Further to this, Chiltern won Small Station of the Year for Bicester Village.

- 7.10 After an assessment by The European Foundation for Quality Management (EFQM) team, Chiltern has been awarded 5* and retained their score of 600.

7.11 Solihull station

TfWM, WMR, Solihull MBC, Network Rail and Chiltern Railways are working jointly to seek opportunities to make improvements to the railway station in for Solihull Town Centre. This focusses on ideas to provide a better customer experience at the station and on the walking and cycling route to the town centre. Proposals are currently being considered, and funding opportunities sought.

7.12 Chiltern Railways performance

Tables 2- 4 demonstrate Chiltern Railways performance during periods 4 - 65.

PPM	PS TARGET %	ACTUAL %
Period PPM	93.76%	92.57%
PPM MAA	93.54%	92.99%
CHARTER	TRIGGER %	ACTUAL %
Punctuality MAA	92.00%	92.15%
Reliability MAA	99.00%	99.25%
Right Time Railway	PERIOD %	MAA %
	76.02%	79.17%

Table 2. Chiltern Railways performance in rail period 4

PPM	PS TARGET %	ACTUAL %
Period PPM	93.70	95.42
PPM MAA	93.64	93.22
CHARTER	TRIGGER %	ACTUAL %
Punctuality MAA	92	94.23
Reliability MAA	99	99.65
Right Time Railway	PERIOD %	MAA %
	82.73	79.75

Table 3. Chiltern Railways performance in rail period 5

PPM	PS TARGET %	ACTUAL %
Period PPM	95.25	91.18
PPM MAA	93.98	93.24
CHARTER	TRIGGER %	ACTUAL %
Punctuality MAA	92	92,19
Reliability MAA	99	99.26
Right Time Railway	PERIOD %	MAA %
	77.22	79.91

Table 4. Chiltern Railways performance in rail period 6

7.13 During Period 4, performance improved against the previous period but still remained below target. The biggest impact was caused by a fallen tree at Gerrard's Cross, followed by a freight train running out of fuel, also near Gerrard's Cross. During Period 5, performance improved by 2.85% - 1.72% above target. The main cause of delay during this period was an axle bearing failure at Warwick Parkway, although the root cause is still being investigated. During Period 6, performance was lower than the previous two periods. The main causes of delay were a broken rail at Beaconsfield and two separate brake release issues, one at Wembley and one at Banbury.

7.14 National Rail Passenger Satisfaction (NRPS) results

The Spring 2017 NRPS results showed a great range of results for Chiltern, including its highest ever score for provision of information at stations (87%) and our highest score for how station staff handle requests (96%).

7.15 Chiltern scored top or joint top in 5 categories, including the following key categories:

- Overall satisfaction (92% and joint with Virgin Trains West Coast)
- Punctuality and reliability (90%)
- Car parking (71%)
- How request to station staff was handled (96%)

8.0 Section F – Virgin Trains Partnership & Operations

8.1 A draft of the new format of partnership agreement has been developed and discussed with Virgin Trains using the draft agreement previously brought to TDC as a basis. As with Chiltern Railways, we are now awaiting feedback and approval from senior officers within Virgin and the aim is to bring a report to TDC in December or January.

9.0 Section H – West Midlands Rail (WMR)

9.1 Good progress has been made by WMR on the development of a number of other work streams to support the development of the rail network for the region.

9.2 Collaboration Agreement

The collaboration agreement remains in place and good progress is being made in discharging its obligations.

9.3 Rail Investment Strategy (RIS)

Progress on developing the WMR Rail Investment Strategy (WMRIS) had slowed during recent months as a consequence of there being insufficient resource available. However, external consultant support has now been commissioned, and work is once again progressing at pace. It is intended that a summary of WMRIS outputs together with an overarching strategy document is presented to the WMR Board at their meeting in December. This will be followed by a period of stakeholder consultation in early 2018 leading to the final document being approved by WMR Board in March 2018.

9.4 Stations Alliance

The development of the West Midlands Stations Alliance (WMSA) continues very constructively and positively, with all partners engaging. West Midlands Trains have now joined the shadow alliance, which continues to meet monthly. The formal alliance agreement is being drafted by Network Rail based on previously agreed heads of terms. It is intended that this will be formally approved by all parties by the end of the year.

WMSA governance arrangements continue to take shape which include for working groups focussed on specific route-based or thematic subjects. Work on the master planning pilot with consultants Weston Williamson work has been continuing, although concern has been raised by partners about their approach to stakeholder engagement. Weston Williamson are being closely managed to ensure that WMSA aspirations are met.

9.5 Single Network Vision (SNV)

The Single Network Vision approach, which seeks to provide a consistent customer experience on rail services across the region regardless of operator, has now been approved by WMR Officers and Board.

9.6 The principles developed within the Single Network Vision have been used to inform the development of the new format of partnership agreement being delivered with Chiltern Railways and Virgin Trains.

10.0 Section I – Financial Implications

10.1 There are no direct financial implications as a result of this update report. Any costs incurred or support provided by TfWM or West Midlands Rail from undertaking the activity referred to in this report have been met from within agreed funding and resources.

11.0 Section J – Legal Implications

11.1 The existing agreement in place with LM relating to the operation and management of Bromsgrove station on behalf of WMCA terminates at the end of the LM franchise. Negotiations are currently taking place with the new franchisee to ensure service continuity.

12.0 Section K – Equalities Implications

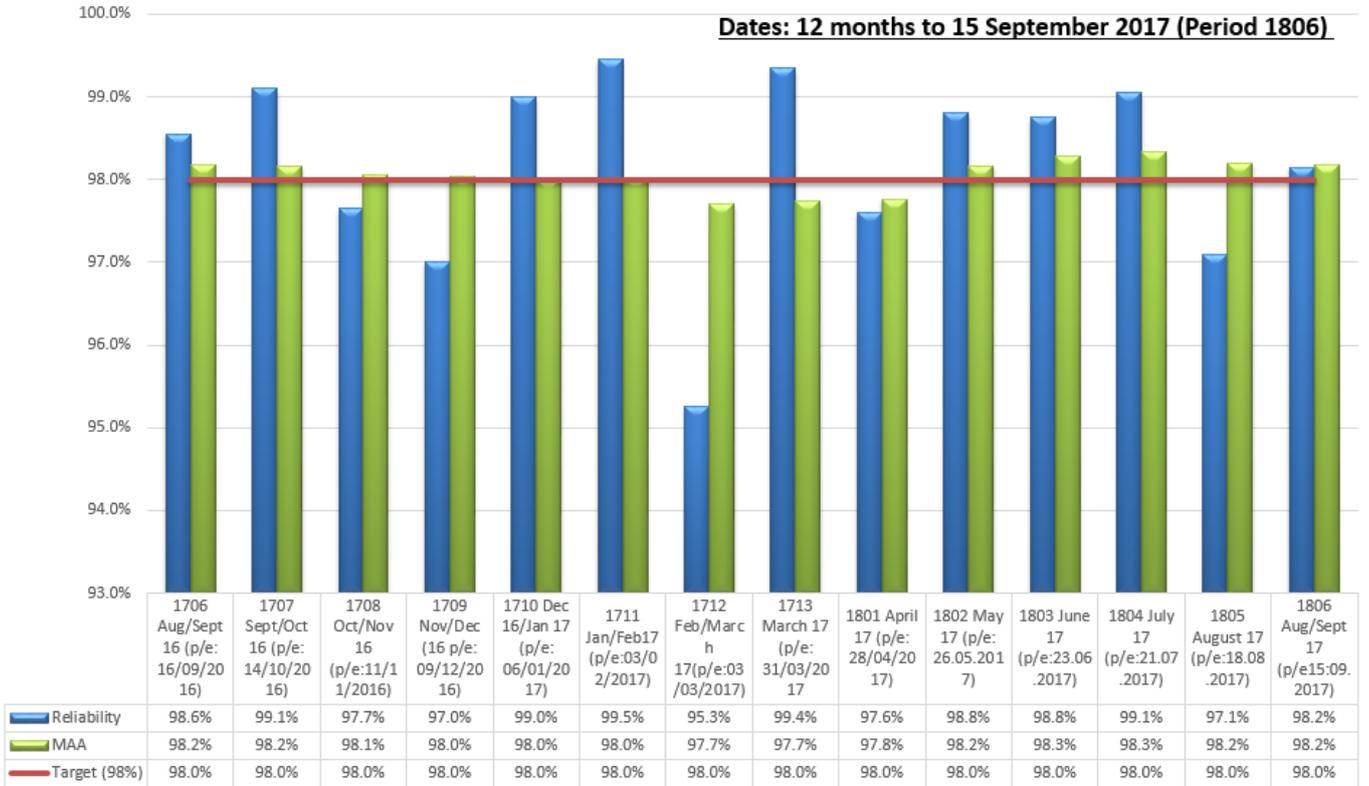
12.1 There are no direct equalities implications as a result of this report. However, it is worth noting that any current and future infrastructure projects will need to take key accessibility requirements into account. Moreover, improvements to stations and to the customer experience will need to consider engagement with the public and specifically engagement with key equality groups. Finally, equality and accessibility priorities and objectives will need to be discussed and agreed in relation to the new franchise

13.0 Other implications – Not applicable

14.0 Schedule of background papers Appendix A – London Midland performance graphs

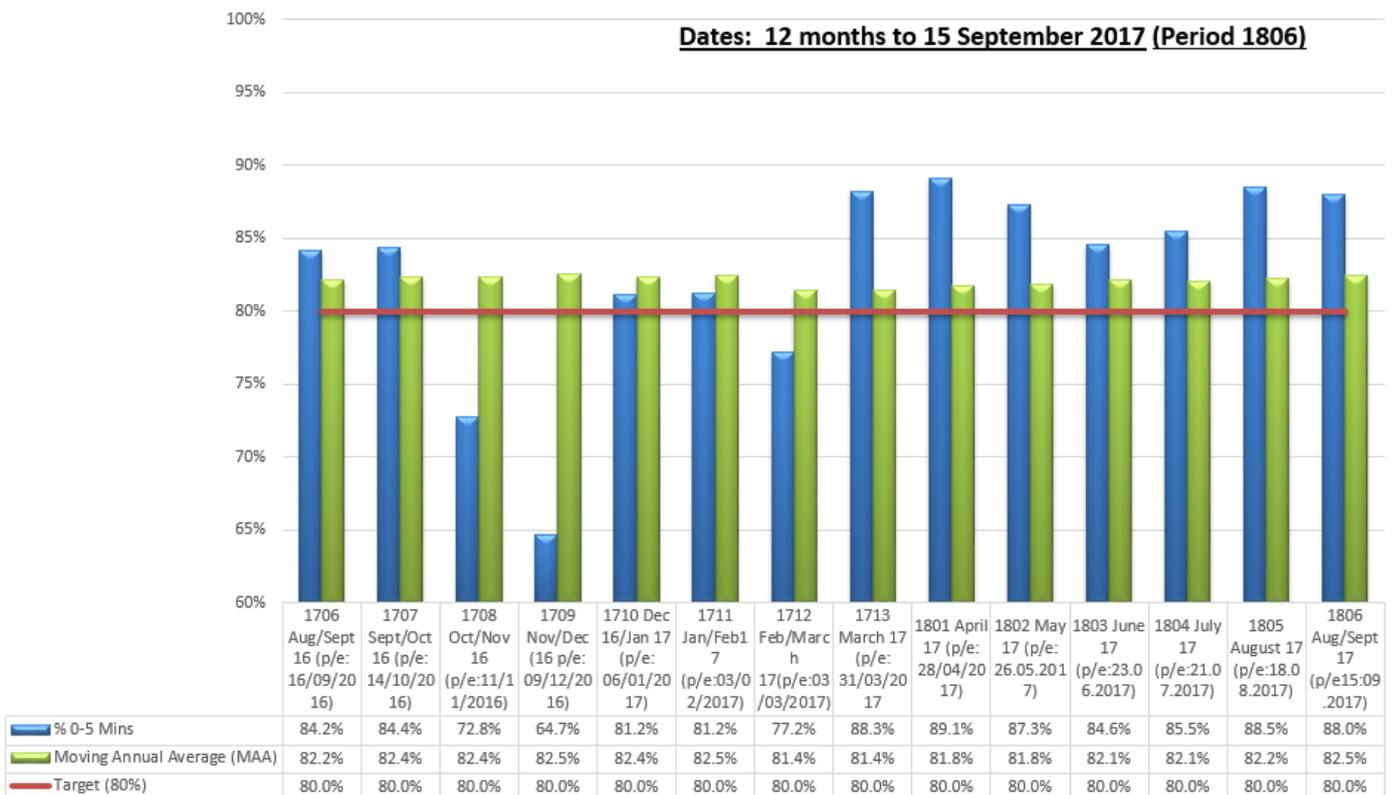
Reliability - Percentage of Peak Services that operated within the NWM area

Dates: 12 months to 15 September 2017 (Period 1806)



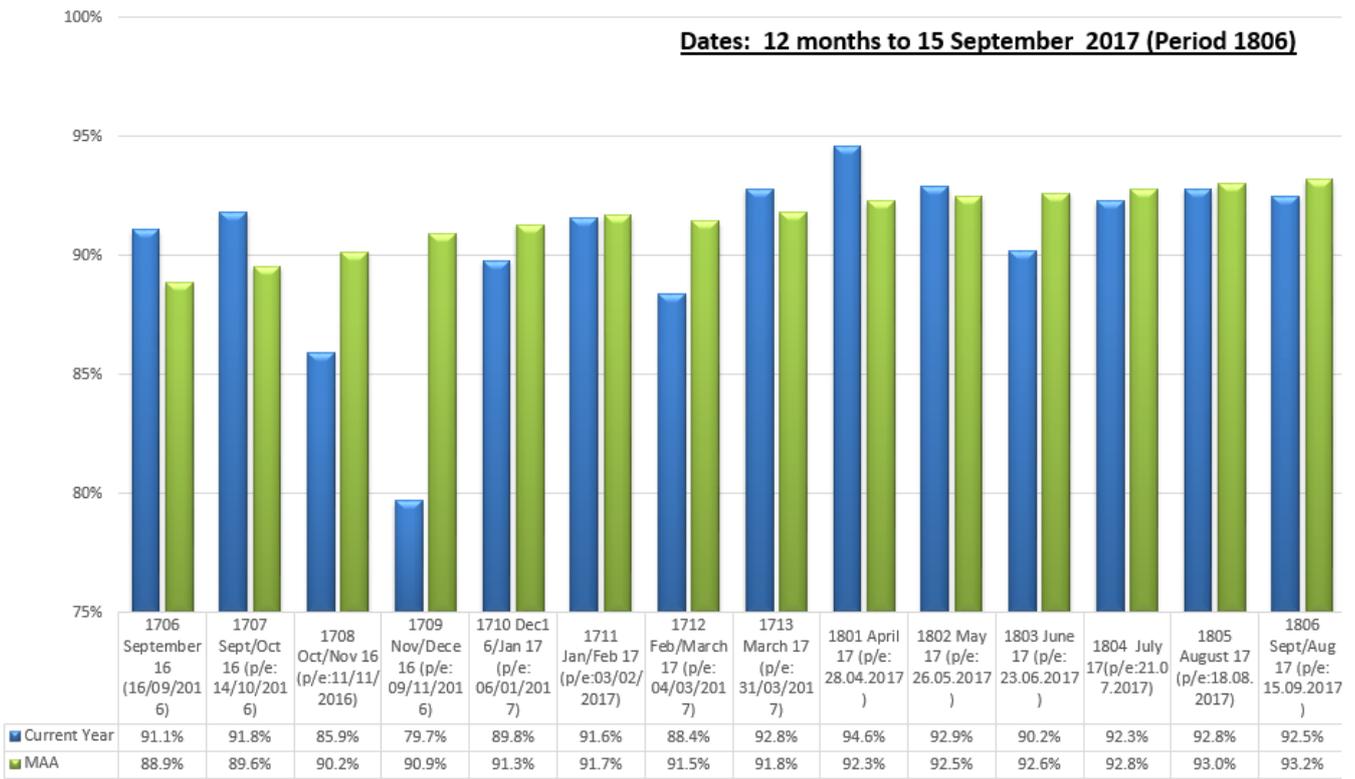
Punctuality - Percentage of Peak Train Services within 0-5 Minutes of the NWM area

Dates: 12 months to 15 September 2017 (Period 1806)



All Day Figures - Percentage of Trains within 0-5 Mins

Dates: 12 months to 15 September 2017 (Period 1806)



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Transport Delivery Committee

Date	6 November 2017
Report title	Financial Monitoring Report
Accountable Director	Sean Pearce Director of Finance Tel 0121 214 7936 Email - Sean.Pearce@wmca.org.uk
Accountable employee(s)	Linda Horne, Head of Finance & Business Planning Tel 0121 214 7508 Email Linda.Horne@wmca.org.uk
Report to be/has been considered by	Cllr Worrall (Lead Member- Finance and Performance Monitoring)

Recommendation(s) for action or decision:

The Transport Delivery Committee is recommended to:

1. Note that the year to date net revenue expenditure for 2017/18 shows a favourable variance of £627,000 compared to budget and a full year favourable variance of £944,000.
2. Note that total capital expenditure to the end of September 2017 within the overall transport programme was over budget by £0.775m (3%)
3. Note that the treasury indicators are within expected range and there are no issues to highlight.

1.0 Purpose

1.1 This report sets out the financial position as at 30 September 2017 and is the third monitoring report for the 2017/18 financial year. The content relates to the financial position of the Combined Authority's Transport Delivery Revenue and Capital Budgets. The report consists of the following Sections:

Section A Summary TFWM Revenue Budget

Section B Summary TFWM Capital Budget

Section C Treasury Management Indicators

SECTION A

2.0 Summary Revenue Position

2.1 As at the end of September 2017 there is a net favourable variance against budget of £627,000. There is a favourable full year position of £944,000 against budget which is consistent with the position reported to the September Committee.

2.2 Year to Date and Full Year Variances:

The following are a summary of the main movements within the categories of spend set out in the table following paragraph 2.3.

Concessions:

The favourable variances of £306,000 year to date and £1.057m full year are mainly as a result of (i) savings on the national bus concession scheme owing to lower patronage, (ii) the release of a contingency sum within the Child Concessions budget for fare and patronage increases that is no longer required and (iii) the release of a minor contingency on Rail Concessions and initial projected savings on Metro Concessions.

Bus Services:

The adverse year to date variance of £61,000 and anticipated full year position of £66,000 adverse are due to a number of infrastructure cost pressures as a result of increased maintenance requirements seen in-year and projected for the remainder of the year in relation to Bus Stations and on-street infrastructure.

Rail and Metro services:

The adverse year to date variances of £169,000 and projected adverse full year position of £737,000 are largely due to the previously reported prudent provision set aside within Metro Operations for Midland Metro Limited mobilisation. The Bromsgrove Rail Station favourable movement is due to greater grant income from the Department for Transport in relation to the long term fixed charge that partly funds the investment in the new station.

Integration:

The minor variance relates in the main to one-off additional ticketing commission income.

Business Support Costs:

The favourable year to date and full year variances of £286,000 and £376,000 respectively are as previously reported primarily as a result of savings within staff costs due to restructures that were implemented at the start of the year and some vacant posts as well as higher than budgeted investment income due to more favourable cash balances.

Finance Costs:

The year to date favourable variances of £123,000 and £307,000 full year forecast are largely as a result of interest savings on long term borrowing costs as a result of a delay in planned borrowing due to current market conditions.

2.3 Additional Cost Pressures

There have been and will be some cost pressures relating to various TFWM activities and initiatives for the remainder of this year that will reduce the current forecast surplus position and which will be reported in the next financial monitoring update to this committee.

	September 2017 Year to Date			Full Year 2017/18		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
INCOME						
Transport Levy	60,771	60,771		121,542	121,542	
Total Income	60,771	60,771		121,542	121,542	
EXPENDITURE						
Concessions						
National Bus Concession	26,293	26,451	158	52,019	52,519	500
Metro / Rail	2,148	2,204	56	4,297	4,409	112
Child Concession	4,741	4,970	230	9,149	9,609	460
Passes and Permits	8	(60)	(68)	12	(3)	(15)
Concessions Total	33,190	33,566	376	65,477	66,534	1,057
Bus Services						
Bus Stations / Infrastructure	2,361	2,217	(144)	4,287	4,213	(74)
Subsidised Network	3,828	3,859	31	7,772	7,772	(0)
Tendering / Monitoring	345	395	50	809	816	7
Accessible Transport	3,682	3,685	2	7,369	7,369	
Bus Services Total	10,216	10,155	(61)	20,237	20,171	(66)
Rail and Metro Services						
Metro	1,034	655	(379)	2,303	1,408	(895)
Rail Operations	98	95	(3)	211	191	(20)
Car Park and Ride	591	653	63	1,427	1,426	(1)
West Midlands Rail	195	243	48	302	316	14
Bromsgrove Rail Station	61	163	102	161	326	165
Rail and Metro Services Total	1,979	1,810	(169)	4,405	3,668	(737)
Integration						
Safety and Security	477	460	(17)	957	924	(33)
Passenger Information	2,784	2,852	68	5,519	5,531	11
Sustainable Travel	22	25	3	55	60	4
Integration Total	3,283	3,337	54	6,532	6,514	(17)
Business Support Costs Total	1,746	2,032	286	3,676	4,052	376
Policy and Strategy and Elected Member Services Total	932	950	18	2,050	2,075	25
Finance Charges						
Finance Costs	7,784	7,883	100	15,384	15,673	289
Deregulation Pension Costs	655	678	23	1,337	1,356	18
Transport Development	750	750		1,500	1,500	
Finance Charges Total	9,188	9,311	123	18,222	18,529	307
Total Expenditure	60,534	61,161	627	120,598	121,542	944
Net	237	(390)	627	944	(0)	944

SECTION B

3.0 Summary Position TfWM Capital Budget

3.1 Overall TfWM Capital Programme expenditure is broadly as per the budget to the end of September 2017 with the forecast for the year suggesting spend of £6.136m greater than the annual budget, mostly due to advancement of Investment Programme schemes.

	SEPTEMBER YEAR TO DATE			FULL YEAR 2017/18		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
TfWM Delivered Investment Programme Schemes	21,827	21,439	(388) 2%	59,037	52,512	(6,525) 12%
TfWM Other Major Schemes	618	699	81 12%	2,161	2,800	639 23%
TfWM Minor Works Programme	1,977	1,909	(68) 4%	5,310	5,060	(250) 5%
TfWM Administered Programme	1,746	2,146	400 19%	6,533	6,533	0 0%
TOTAL	26,168	26,193	25 0%	73,041	66,905	(6,136) 9%

3.2 The TfWM Delivered Investment Programme portfolio contains schemes which feature in the WMCA Devolution Deal Investment Programme to be delivered by TfWM. These schemes are all, to some extent, funded from the West Midlands Combined Authority Devolution Deal funding arrangements.

3.3 Investment Programme scheme expenditure at the end of September totalled £21.8m which is marginally (2%) greater than the year to date budget. The variance mostly consists of acceleration of utility works valued at £2.2m against the Edgbaston Metro Extension scheme offset by deferred activity against Wolverhampton City Centre Metro Extension and Centenary Square Metro Extension schemes.

3.4 The forecast out-turn against the Investment Programme schemes shows spend in advance of budget totalling £6.525m with £5.049m of this amount being attributable to the Edgbaston Metro Extension utility works detailed above. In addition, there is expected to be accelerated spend against the East Birmingham to Solihull (£2.8m) and Wednesbury Brierley Hill (£1.8m) Metro Extensions, off-set by deferred activity against the Wolverhampton City Centre Metro Extension (£2.6m).

3.5 Spend against the TfWM Other Major Scheme programme totals £0.618m which is broadly as per the £0.699m budget to the end of September. The forecast out-turn against the Programme is £0.639m lower than budget owing to a re-profiling of the delivery of the Longbridge Connectivity Package.

3.6 Spend against the TfWM Minor Works Programme is also broadly as per the budget of £1.909m to the end of September and the forecast for the year suggests a relatively minor variance of 5% (£0.250m) over budget.

3.7 The TfWM Administered Programme consists mostly of the phase one National Productivity Investment Fund (NPIF) DfT funded programme which is delivering improvements to the regional highway network via grants made to Local Authorities via WMCA. The financial position on this programme shows a £0.400m underspend to the end of September which is expected to be fully recovered by March 2018.

TfWM Delivered Investment Programme Schemes

TfWM Delivered Investment Programme Schemes	SEPTEMBER YEAR TO DATE			FULL YEAR 2017/18		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
<u>HS2 Connectivity Programme:</u>						
Bilston Road Track Replacement Phase 2	7,285	6,965	(320)	15,699	15,699	0
Rail Investment	48	48	0	168	168	0
HS2 Connectivity Package Development	119	119	0	350	350	0
Sprint Network	267	632	365	1,873	2,894	1,021
Metro Centenary Square Extension	3,896	4,870	974	10,793	11,423	630
Metro Wolverhampton City Centre Extension	2,380	3,392	1,012	5,889	8,500	2,611
Metro Edgbaston Extension	4,551	2,302	(2,249)	12,696	7,647	(5,049)
Metro Catenary Free	56	11	(45)	50	(4)	(54)
<u>Other TfWM Investment Programme Schemes</u>			0			0
Metro Birmingham Eastside Extension	868	810	(58)	2,664	1,678	(986)
Metro East Birmingham to Solihull Extension	864	1,286	422	4,875	2,024	(2,851)
Metro Wednesbury to Brierley Hill Extension	1,493	1,004	(489)	3,980	2,133	(1,847)
TOTAL	21,827	21,439	(388)	59,037	52,512	(6,525)

3.8 Expenditure against TfWM delivered Investment Programme schemes totals £21.8m to the end of September which is £0.4m greater than the budget of £21.4m. The main contributors to the variance are as follows:

- Edgbaston Metro Extension (£2.249m) due to acceleration of utilities works versus the original schedule, following approval of scheme funding by DfT in September 2017.
- Wolverhampton Metro Extension (£1.012m) due to a deferral of activity on site following agreement of a revised construction strategy to align with the delivery of the overall Interchange Project programme.
- Centenary Square Metro Extension (£0.974m) following an extended phased start to the construction activity due to site permissions being obtained from the Local Authority.
- Wednesbury to Brierley Hill Metro Extension (£0.489m) due to acceleration of design works ahead of the original schedule.
- East Birmingham to Solihull Metro Extension (£0.422m), due to delays in undertaking survey works; expected to be recovered by March 2018.
- Sprint Network (£0.365m) due to a review of the delivery approach for the Hagley Road scheme.
- Bilston Road Track Replacement (£0.320m) due to construction works commencing approximately 6 weeks ahead of schedule.

3.9 The 2017/18 forecast against the Investment Programme schemes suggests spend of the £59.0m against a budget for the year of £52.5m to give a variance of £6.5m. The main contributors to the variance are as follows:

- Edgbaston Metro Extension £5.049m due to continued acceleration of construction activity as detailed above.
- Wolverhampton Metro Extension £2.611m due to a deferral of activity on site following agreement of a revised construction strategy to align with the delivery of the overall Interchange Project programme.
- Wednesbury to Brierley Hill Metro Extension (£1.847m), East Birmingham to Solihull Metro Extension (£2.851m) and Birmingham Eastside Extension (£0.986m) all of which are due to accelerated design works ahead of the original schedules.
- Sprint Network (£1.021m) due to a review of the delivery approach for the Hagley Road scheme and an extended assessment of traffic impacts being undertaken prior to preliminary design being commissioned for other routes.
- Centenary Square Metro Extension (£0.630m) following an extended phased start to the construction activity due to site permissions being obtained from the Local Authority.

Other Major Works

TfWM Other Major Schemes	SEPTEMBER YEAR TO DATE			FULL YEAR 2017/18		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Birmingham City Centre Metro Extension	572	551	(21)	977	800	(177)
Longbridge Connectivity Package	46	148	102	1,184	2,000	816
TOTAL	618	699	81	2,161	2,800	639

3.10 Spend against the Other Major Works Programme to the end of September is £0.618m which equates to a variance of £0.08m against the year to date budget, mostly due to the re-profiling of the delivery of the Longbridge Connectivity Package.

3.11 The forecast for the year suggests overall spend will be £0.639m lower than budget which is mostly (£0.816m) attributable to the Longbridge Connectivity Package scheme, with the remainder of the variance relating to the agreement of final accounts on the Birmingham City Centre Metro Extension scheme.

Minor Schemes Programme

TFWM Minor Works Programme	SEPTEMBER YEAR TO DATE			FULL YEAR 2017/18		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
On Street Infrastructure	496	446	(50)	629	626	(3)
Bus Stations & Interchange	53	58	5	451	253	(198)
Other	142	3	(139)	145	94	(51)
Bus / Rail Park & Ride	122	125	3	752	768	16
Total Asset Renewal / Replacement	813	632	(181)	1,977	1,741	(236)
Infrastructure	91	121	30	150	150	0
Tram Improvements	0	0	0	0	62	62
Park and Ride	47	52	5	217	201	(16)
Total Metro Minor Works	138	173	35	367	413	46
Other	26	35	9	50	50	0
Rail Stations	41	16	(25)	81	56	(25)
Bus Stations & Interchange	148	163	15	260	259	(1)
Metro	59	0	(59)	142	0	(142)
Sustainable Travel	30	30	0	46	46	0
Total Project Development	304	244	(60)	579	411	(168)
Cycling & Walking	108	121	13	221	221	0
LSTF Programme	8	0	(8)	0	0	0
MST Programme	6	0	(6)	500	500	0
Total Sustainable Travel	122	121	(1)	721	721	0
ICT Rolling Programme	32	36	4	40	40	0
ICT Service Desk	2	10	8	80	80	0
Other Corporate Systems	(5)	32	37	35	108	73
Total Systems	29	78	49	155	228	73
Swift	31	31	0	52	76	24
Total Ticketing	31	31	0	52	76	24
Bus Stations & Interchange	1	0	(1)	1	0	(1)
Highway & Reliability Improvements	27	63	36	120	125	5
On Street Infrastructure	437	467	30	1,082	1,086	4
Total Transforming Bus Travel	465	530	65	1,203	1,211	8
Park & Ride	55	34	(21)	151	154	3
Bromsgrove Station	15	0	(15)	0	0	0
Total Transforming Rail Travel	70	34	(36)	151	154	3
Interchange Signage	5	66	61	105	105	0
Total Wayfinding / Signage / Public Realm	5	66	61	105	105	0
GRAND TOTAL	1,977	1,909	(68) ^{4%}	5,310	5,060	(250) ^{5%}

- 3.12 The Minor Scheme Programme spend to the end of September totalled £1.97m against a budget of £1.90m to give a variance of £0.07m. The variance is mostly made up of minor variances across a number of schemes, with the only variance of note being £0.139m against the Asset Management Portfolio. This relates to the Walsall Cutting scheme which has experienced cost increases in relation to clearance of Japanese Knotweed; additional landscaping / drainage works have also increased the overall forecast out-turn for the scheme. The over-spend within this category is reduced to £0.05m by year end due to the deferral of bridge works whilst options are being evaluated.

3.13 The Minor Scheme Programme forecast for 2017/18 suggests spend will exceed the annual budget by £0.25m. Again, this mostly consists of minor variances against a number of projects with the most significant being:

- Bus Stations and Interchange Programme (£0.198m) where the Bus Station Refurbishment work-stream now accommodates additional costs for the installation of automatic doors at Dudley Bus Station in addition to costs for refurbishment works at Walsall Bus Station. These costs are to be funded from the overall Asset Management Programme.
- Project Development work for future Metro routes (£0.142m) which is expected to be funded from the wider Metro programme.

Administered Schemes Programme

TfWM Administered Programme	SEPTEMBER YEAR TO DATE			FULL YEAR 2017/18		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
TfWM Administered Programme	1,746	2,146	(400) £	6,533	6,533	0 £

3.14 The TfWM Administered Programme consists mostly of the phase one National Productivity Investment Fund (NPIF) DfT funded programme which is delivering improvements to the regional highway network via grants made to Local Authorities via WMCA. The financial position on this programme shows a £0.400m underspend to the end of September which is expected to be fully recovered by March 2018.

SECTION C

4.0 Summary Treasury Indicators

4.1 Below are the Treasury Management Indicators set in the 2017/18 Treasury Management Strategy to ensure overall borrowings and investments are within the expected ranges. These indicators will be monitored throughout the year and reported to this Committee accordingly.

Summary Prudential Indicators

Measure	2017/18 Revised Forecast £000's	2017/18 Original Forecast £000's	2018/19 Forecast £000's	2019/20 Forecast £000's
Affordability				
Ratio of financing costs to net revenue stream:				
(a) financing costs	13,839	15,109	18,063	24,504
(b) net revenue stream	158,042	158,042	200,954	203,845
Percentage	8.76%	9.56%	8.99%	12.02%
Estimates of Capital Investment on Income (%)	(0.22%)	(0.59%)	(1.47%)	(3.16%)
Prudence				
Gross borrowing and the capital financing requirement:				
Gross Borrowing (excludes inherited debt)	229,585	229,585	394,205	534,017
Capital Financing Requirement (Gross borrowing in year 2017/18 must not exceed year CFR in 2019/20)	256,085	256,085	420,703	560,523
Capital Expenditure, External Debt and Treasury Management				
Capital Expenditure	143,032	171,211	362,563	411,421
Operational boundary for external debt				
Operational boundary for borrowing	312,305	312,305	476,924	627,391
Authorised limit for external debt				
Authorised limit for borrowing	312,305	312,305	476,924	627,391
Interest rate exposures				
Upper limit on fixed rate exposures	10%	10%	10%	10%
Upper limit on variable rate exposures	30%	30%	30%	30%
Investments longer than 364 days				
Upper limit	8,000	8,000	8,000	8,000

4.2 The finance costs indicator and gross borrowing indicator have been revised down from £15.109m to £13.839m and £229.585 to £162.351 retrospectively due to MRP recalculation and planned project related borrowing not taken out.

4.3 All treasury management activities undertaken between April and July complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy, including the financial tolerances WMCA are expected to operate within. Further details will be provided within the Treasury Management Mid Year update report produced by the Combined Authority.



WEST MIDLANDS
COMBINED AUTHORITY

Transport Delivery Committee

Date	6 November 2017
Report title	Capital Programme Delivery Monitoring Report
Accountable Chief Executive	Laura Shoaf, Managing Director, TfWM 0121 214 7444 laura.shoaf@tfwm.org.uk
Accountable Employee	Sandeep Shingadia, Head of Programme Development, TfWM 0121 214 7169 sandeep.shingadia@tfwm.org.uk
Report has been considered by	Councillor Richard Worrall

Recommendation(s) for action or decision:

Transport Delivery Committee is requested to:

1. To note achievements since the September 2017 meeting of the Transport Delivery Committee.
2. To note the progress of deliverables under the 2017/2018 Capital Programme.
3. To note, where indicated, any variations from the baseline programme.

1.0 Purpose

- 1.1 To provide this committee with a progress monitoring update on the approved TfWM led 2017 / 2018 programmes and projects.
- 1.2 The financial aspects of the TfWM Capital Programme are reported separately under the Financial Monitoring Reports to this committee.

2.0 Background

- 2.1 The 2017/2018 Capital Programme was approved by WMCA Board as part of the wider Transport Plan on 17th March 2017.
- 2.2 The ITB allocation for 2017/2018 is fully utilised on continuing committed schemes and in attempting to manage the existing asset base with respect to replacement and or renewal of life expired/obsolete equipment, in order to endeavour to maintain a steady state of asset condition across the estate.
- 2.3 The Capital Programme in 2017/2018 will be a one year transition period by bringing existing schemes to a conclusion and will allow TfWM to re-focus subsequent programmes towards supporting Asset Management, Network Resilience and Capacity Enhancement projects from April 2018, or sooner should funding become available.
- 2.4 Attached to this report (Appendix 1) is the detailed monitoring report for the 2017/2018 TfWM Capital programme outlining these deliverables, indicating the baseline date (endorsed through March report) with an indication of the current forecast date with a RAG indicator.

3.0 Achievements

- 3.1 The following elements within the 2017/18 Capital Programme have been completed during September and October 2017:
 - Network Wide SWIFT Procurement
 - Network Wide Bus Station Refurbishment Phase 1 - The installation of RTI at Merry Hill has now been completed and assisting customers.
 - New Street Totems have received funding and TfWM are now in discussion with Network Rail to enable installation.

4.0 Variations to Baseline Programme

- 4.1 There are no variations to the baseline programme in this reporting period.

5.0 Financial implications

5.1 The detailed financial aspects of the TfWM 2017/2018 Capital Programme are reported separately under the Financial Monitoring Report to this Committee. A summary of the final year position in financial terms is, however, attached to this report as Appendix 2.

6.0 Legal implications

6.1 There are no direct legal implications arising from the recommendations set out in this report. However, legal and procurement will support, as necessary, any deliverables that may arise moving forward into 2017/2018.

7.0 Equalities implications

7.1 There are no equality implications arising from the recommendations set out in this report. However, Anna Sirmoglou will support as project requires any deliverables within the 2017/2018 capital programme.

8.0 Schedule of background papers

8.1 2017/2018 TfWM Capital Programme Delivery Monitoring Report read at Transport Delivery Committee 4 September 2017 from Sandeep Shingadia, Head of Programme Development, TfWM.

9.0 Appendices

APPENDIX 1 – Progress of Deliverables against 2017/18 Baseline Programme

APPENDIX 2 – Capital Programme and Financial Summary

10.0 Glossary of Terms

BCC = Birmingham City Council
BCCI = Birmingham City Centre Interchange
CA = Combined Authority
CC = City Council
CCTV = Closed Circuit Television
DfT = Department for Transport
HIL = Highway Improvement Line
HOPS = Host Operator or Processing System
HoT = Heads of Terms
HS2 = High Speed 2
ICT = Information and Communications Technology
IT = Information Technology
ITB = Integrated Transport Block
LED = Light Emitting Diode
NR = Network Rail

OBC = Outline Business Case
OJEU = Official Journal of the European Union
P & R = Park and Ride
RTI = Real Time Information
TBT = Transforming Bus Travel
TWA = Transport and Works Act
WMCA = West Midlands Combined Authority

Transport Delivery Committee Dashboard

Capital Projects Delivery Status

2017/18 Programme Summary

	Project Name	Status	Baseline Comp Date	Forecast Date	DCA	DCA Trend	Exec Summary
Strategic Economic Plan							
1	Snow Hill 3 rd Access	Development					The project to develop a new St Chads access to Snow Hill station is being progressed by TfWM/WMR. This has development funding allocated to it to create a new entrance adjacent to the St Chads metro stop lift which links into the existing Livery St station entrance. The project is being supported by the WM Stations Alliance and development work is expected to get underway shortly, following a full review of the previous work undertaken on this project as part of the Midland Metro Birmingham City Centre Extension project.
2	Snow Hill Public Realm	Contribution					Ongoing engagement with Birmingham City Council and Colmore Business District on the development and delivery of public realm improvements as set out in the Snow Hill Interchange Plan. First phase of works to commence delivery in Summer 2018.
3	Metro Wolverhampton City Centre Extension	Contribution					
Transforming Bus Travel							
4	TBT Wolverhampton City Centre Shelters	Delivery		March 2018			Upgraded shelter facilities in City Centre. Impacted by WCC pedestrianisation plans and discussions are ongoing
5	TBT Birmingham City Centre Shelter Design Optimisation	Rolling Programme					Works continue to update and manage the City Centre Shelters.
6	TBT Highway Scheme Development (Bus reliability and punctuality)	Development	March 2018	March 2018	Green		Currently there is £31,500 of development work commissioned under this budget of £120,000 £26,000 has been commissioned to Atkins to develop the Birmingham Growth Point Public Transport Package, with outputs and invoices now settled. £4,500 has been commissioned to Atkins to develop bus access mitigation measures at QE Hospital, with outputs and invoices now settled. The remaining budget has been allocated for South Birmingham Bus Network Review mitigation and is expected to be fully committed by Jan 18
7	Digital Advertising Panel rollout	Rolling programme					38 new shelters have been installed with digital advertising to date 17/18. The next rollout will commence Jan 18 (numbers of new shelters to be confirmed as Clear Channel intend to roll out 2 sided digital advertising which should reduce the amount of new shelters required to achieve the agreed target of panels)
8	TBT Platinum Route RTI Equipment Upgrades	Rolling programme					All painting and refurbishment works are complete. 31 new shelters should all be installed by end of Feb 18 as 8 of the 31 shelters are being used for digital advertising and Clear Channel don't wish to upgrade these till Jan 18. We expect the other 23 to be installed Sept/Oct17.
9	Network Wide SWIFT Procurement	Closed					Project completed
10	Network Wide SWIFT Vending	Closed			Green	Same	The Swift Vending machine lessons learned session was held so this project can now be closed
11	Traffic Signal Technology, Solihull Contribution	Contribution					
12	Network Wide P&R Lighting Enhancements	GW 5 Delivery and Handover	11/04/2017	28/07/2017	Amber/Red	Same	Delivery of final 6 sites is on hold. This scheme has an Amber/ Red DCA because additional funding is required.
Information & Mapping							

	Project Name	Status	Baseline Comp Date	Forecast Date	DCA	DCA Trend	Exec Summary
13	New Street Station Totems	GW 5 Delivery and Handover	11/01/2017	12/10/2017	Green	Improved	1. Funding required to deliver the scheme was granted at transport leadership board on 11/9/17. 2. Discussions with contractors and external partner have recommenced to finalise delivery programme. 3. The scheme is given a green DCA because funding has now been granted which will allow the original benefits to be delivered.
14	Interconnect Development	GW -2 Options			Green		The first project progress meeting has been confirmed for 11th August, in Dudley. With further meetings scheduled for the following dates: 7th September - Project progress meeting – City ID, WMCA, Dudley MBC Open studio workshops were held on the 17 th and 18 th October including – City ID, WMCA, Dudley MBC + wider stakeholders Consultation with citywide partners and other public and private organisations Presentation of the review, research and analysis work undertaken, network planning and initial concept development to - Final project presentation take place on 23 rd November – City ID, WMCA, Dudley MBC Presentation of project development plan, key recommendations and next steps Programme has been updated to reflect key meeting dates
Systems Architecture Programme							
15	WMCA Asset Management System	GW 6 Closure and LL	10/07/2020	12/09/2017	Green	Same	DWF Law - appointed Legal Representative. Formal correspondence written and sent to Trimble (Supplier) advising of WMCA intention to withdraw from the Contract and requesting a meeting.
16	ICT Rolling programme – IT service management	Rolling Programme	March 2018	March 2018	Green		<ul style="list-style-type: none"> Service Management - New system and services for ICT Replacement hardware Continuation of Cyber Security Project <i>Paul Beckley / Louise Capener</i>
Asset Management							
17	North Walsall Cutting and Stourbridge Junction Structural Improvements	GW 5 Delivery and Handover	14/12/2016	18/05/2017	Green	Same	Project complete and handed over to assets. Lessons learned report to be presented to TfWM board in October 2017.
18	Network Wide Bus Station Refurbishment Phase 1	Design & Delivery	March 2018	March 2018	Green		<ul style="list-style-type: none"> The installation of RTI at Merry Hill has now been completed and assisting customers. £74k- Toilet refurbishment at Wolverhampton & West Bromwich. Currently building a specification to go out to suppliers £500k- Walsall St Pauls MLR. Visioning workshop with key internal and external stakeholders held at the bus station to build a specification which enhances the customer experience and ensures the asset is as efficient as possible. This will help feed into a specification to go out to tender. Customer satisfaction surveys have been carried out to ensure we concentrate any spend on the right areas that are important to the customer. Final scoping meeting being held on the 28th September to review costs and customer satisfaction results.
19	Metro Line One CCTV Replacement	Complete					
20	Network Wide CCTV Infrastructure Upgrade	GW 5 Delivery and Handover	13/12/2017	15/12/2017	Green	Same	Thirteen sites have been delivered to date. The First phase of installations is currently on schedule for completion of by December 2017.
21	Network Wide Rail RTI – Life Expired Replacements	Contribution to TOC					
22	Network Wide P&R Resurfacing Programme	Rolling Programme	28/03/2018	17/01/2018	Green	Same	Works at both Yardley Wood and Marston Green remain on track to be completed during October – RAMS submitted to London Midland for approval, RAMS for Marston Green currently being worked up by contractor. Sutton Coldfield remains on track to be completed by the end of the financial. DCA remains as green as project continues to progress well.
23	Network Wide P&R upgrades (cycle facilities and height restrictions)	Rolling Programme	March 2017	March 2018	Green		Life-expired replacement of assets across our P&R sites, prioritisation activity underway poster case, fencing, signage, cycle shelters and cycle lockers. During the 1 st week in October 2017, Widney Manor life expired lockers will be removed and scrapped from the Torridge bound platform.
Project Development Programme							
24	CCTV Shared Services Development	GW -1 Sponsors Remit			Green	Same	Costed work for 6th floor expansion inc. police relocation now completed by Consultants. Board report - Steve McAleavy and Mark Babington in progress giving costed options appraisal for various aspects - (further cctv, urban transport back up links, alarm receiving centre). Prices have been received from Consultants and Mark & Steve are working together to present.
25	Dudley Interchange	GW -1 Sponsors Remit		01/06/2021	Amber/Red	Same	Briefing meeting held with Dudley members on 15th September - support has been gained for the DIRO scheme. Ongoing co-ordination with MMA / Potersfield developers to align scheme designs and set levels. Stats co-ordination meeting held with MMA / Potersfield to develop an integrated stat diversion plan. Awaiting modelling outcome to freeze the design and progress to prelim design stage.

	Project Name	Status	Baseline Comp Date	Forecast Date	DCA	DCA Trend	Exec Summary
							DCA remains amber / red due to shortfall in funding for development (cica £450k) and construction (circa. £18M including Co_Op building) required.
26	Walsall Town Centre Interchange Feasibility Study	GW -2 Options			Amber	Same	Project on hold until outcome of inquiry in October 2017, as a result of objections by Jerome Retail Park land owners, for the relocation of the interchange. No wayfinding tender returns were received. Funding to develop further design / wayfinding implementation costs will need to be allocated for any further work on this project.
27	Bradley Lane P&R	GW 4 Procurement	22/01/2019	22/01/2019	Green	Same	Tender issued 1st September 2017. DCA status is green, project on schedule
28	Network wide Park & Ride Expansion Developments	Development / feasibility	N/A	31/03/2018	Green	Improved	High-level schedule in place for delivery of this work within 2017/18 financial year. Development/feasibility work on Whitlocks End, Sandwell & Dudley, Tame Bridge and Hall Green. A desktop study of additional high priority sites will also be held, with the potential to develop two of these sites further. Whitlocks End – initial meeting held with SMBC to understand their level of support for the project. SMBC are keen for the project to progress and have encouraged development of the scheme and liaison with SMBC planning department. DCA set at green as sites identified to form part of the deliverables for this year, and work underway to progress delivery.
29	Tipton Park & Ride	GW 1 Project Brief		18/05/2018	Green	Same	Drainage / Utility and GI survey completed during August / September 2017. DCA status = Green, project on schedule.
Metro Programme							
30	Metro Line One Upgrade	Contribution					
31	Tram WIFI Ground Infrastructure Improvements	Complete					

Project Delivery Confidence Assessment (DCA) Definitions

G	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
G/A	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery
A	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun
A/R	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible
R	Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget required quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. The project/programme may need re-base lining and/or overall viability re-assessed

APPENDIX 2 - CAPITAL PROGRAMME & FINANCIAL SUMMARY

TFWM Minor Works Programme	SEPTEMBER YEAR TO DATE			FULL YEAR 2017/18		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Metro Wolverhampton City Centre Extension	586	586	0	586	586	0
Total TFWM Delivered Investment Programme Schemes	586	586	0	586	586	0
Network Wide P and R Resurfacing Programme	68	9	(59)	379	379	0
Network Wide Bus Station Refurbishment Phase 1	53	58	5	451	253	(198)
Network Wide P and R Lighting Enhancement	24	0	(24)	83	0	(83)
Network Wide Park and Ride Upgrades (Cycle Facilities Height Restrictors)	13	46	33	50	150	100
North Walsall Cutting and Stourbridge Junction Structural Improvements	3	3	0	5	94	89
Network Wide CCTV Refresh and Installation (inc APNR)	467	446	(21)	600	600	0
Network Wide Rail RTI- Life Expired Replacements	29	0	(29)	29	27	(2)
Network Wide Park and Ride Expansion Developments -Phase 2	18	70	52	240	240	0
North Walsall Cutting	139	0	(139)	140	0	(140)
Total Asset Renewal / Replacement	814	632	(182)	1,977	1,743	(234)
Metro Line One Upgrade	89	119	30	148	148	0
Metro Line One CCTV Replacement	2	2	0	2	2	0
Bradley Lane Park and Ride	47	52	5	217	201	(16)
Tram Wifi Ground Infrastructure Improvements	0	0	0	0	62	62
Total Metro Minor Works	138	173	35	367	413	46
Dudley Bus Station Development	144	160	16	256	256	0
Walsall Town Centre Interchange Feasibility Study	3	3	0	3	3	0
CCTV Shared Services Development	25	35	10	50	50	0
Total Project Development	172	198	26	309	309	0
ICT Rolling Programme	32	36	4	40	40	0
WMCA Asset Management System	(5)	32	37	35	108	73
ICT Service Desk	0	0	0	70	70	0
ICT Cyber Security Project	1	10	9	10	10	0
Total Systems	28	78	50	155	228	73
Network Wide Swift Procurement	19	28	9	33	57	24
Network Wide Swift Vending	12	2	(10)	20	20	0
Total Ticketing	31	30	(1)	53	77	24
TBT Wolverhampton City Centre Shelters	0	0	0	42	42	0
TBT Birmingham City Centre Shelter Design Optimisation	108	56	(52)	131	131	0
TBT Platinum Route RTI Equipment Upgrades	167	171	4	512	512	0
TBT Highway Scheme Development (Bus reliability and punctuality)	27	58	31	120	120	0
Solihull Traffic Signal Technology	0	5	5	0	5	5
Digital Advertising Panel rollout	172	240	68	402	402	0
Total Transforming Bus Travel	474	530	56	1,207	1,212	5
Tipton Park & Ride	55	34	21	151	154	3
Snow Hill 3rd Access	0	0	0	50	50	0
Snow Hill Public Realm	0	0	0	50	50	0
Total Transforming Rail Travel	55	34	21	151	154	3
New Street Station Totems	5	6	1	45	45	0
Interconnect development	0	60	60	60	60	0
Total Wayfinding / Signage / Public Realm	5	66	61	105	105	0
GRAND TOTAL	2,303	2,327	66	4,910	4,827	(83)

TRANSPORT DELIVERY COMMITTEE

COMMITTEE MEETING		REPORT AND AUTHOR	AGENDA SETTING MEETING	
<i>Date of Meeting</i>	<i>Date Final Reports to be submitted to Governance Services</i>		<i>Date of Meeting</i>	<i>Date Reports to be submitted to Governance Services</i>
4 December 2017	23 November	<ul style="list-style-type: none"> • Metro Business Update Phil Hewitt (Sophie Allison) • Cycling and Walking Update Sandeep Shingadia (Claire Williams) • Customer Services Performance Update Steve McAleavy (Sarah Jones) • Briefing From West Midlands Trains Ltd on new Rail Franchise • Presentation : Stations Alliance (Malcolm Holmes) • Chiltern Partnership Agreement Steve McAleavy (Babs Spooner/Peter Sargant) • Wolverhampton & Birmingham Advanced Quality Bus Partnerships (TBC) Steve McAleavy(Guy Craddock) 	20 November	17 November
8 January 2018	21 December	<ul style="list-style-type: none"> • Bus Alliance Update Steve McAleavy (Edmund Salt) • Financial Monitoring Report Sean Pearce (Linda Horne) 	15 December	13 December

TRANSPORT DELIVERY COMMITTEE

COMMITTEE MEETING		REPORT AND AUTHOR	AGENDA SETTING MEETING	
<i>Date of Meeting</i>	<i>Date Final Reports to be submitted to Governance Services</i>		<i>Date of Meeting</i>	<i>Date Reports to be submitted to Governance Services</i>
		<ul style="list-style-type: none"> • Capital Programme Delivery Monitoring Report Laura Shoaf (Sandeep Shingadia) 		
5 February 2018	25 January	<ul style="list-style-type: none"> • Rail Business Update Steve McAleavy (Babs Spooner) • Swift Delivery Update Steve McAleavy (Matt Lewis) 	22 January	18 January
5 March 2018	22 February	<ul style="list-style-type: none"> • Metro Business Update Phil Hewitt (Sophie Allison) • Accessible Transport Update Steve McAleavy(Richard Mayes) • Customer Infrastructure Update Steve McAleavy (Andy Thrupp) • Financial Monitoring Report Sean Pearce (Linda Horne) • Capital Programme Delivery Monitoring Report Laura Shoaf (Sandeep Shingadia) 	19 February	15 February

TRANSPORT DELIVERY COMMITTEE

COMMITTEE MEETING		REPORT AND AUTHOR	AGENDA SETTING MEETING	
<i>Date of Meeting</i>	<i>Date Final Reports to be submitted to Governance Services</i>		<i>Date of Meeting</i>	<i>Date Reports to be submitted to Governance Services</i>
9 April 2018	28 March	<ul style="list-style-type: none"> • Bus Business Update Steve McAleavy (TBA) • Passenger Information Delivery Update Mike Waters (Chris Lane) • Park and Ride Update Steve McAleavy (Peter Sargant) 	26 March	23 March
14 May 2018	2 May	<ul style="list-style-type: none"> • Rail Business Update Steve McAleavy (Babs Spooner) • Safer Travel Update Steve McAleavy (Mark Babington) • Bus Alliance Update Steve McAleavy (Edmund Salt) • Financial Monitoring Report Sean Pearce (Linda Horne) • Capital Programme Delivery Monitoring Report 	30 April	25 April
11 June 2018	31 May	<p>Laura Shoaf (Sandeep Shingadia)</p> <ul style="list-style-type: none"> • Metro Business Update Phil Hewitt (Sophie Allison) • Cycling and Walking Update 	25 May	22 May

TRANSPORT DELIVERY COMMITTEE

COMMITTEE MEETING		REPORT AND AUTHOR	AGENDA SETTING MEETING	
<i>Date of Meeting</i>	<i>Date Final Reports to be submitted to Governance Services</i>		<i>Date of Meeting</i>	<i>Date Reports to be submitted to Governance Services</i>
		Sandeep Shingadia (Claire Williams) • Customer Services Performance Update Steve McAleavy (Sarah Jones)		