



Transport Scrutiny Sub-Committee

Date: Monday 17 January 2022

Time: 10.00 am **Public meeting** Yes

Venue: This meeting will be held online via Microsoft Teams and can be viewed publicly on YouTube

Membership

Councillor Liz Clements (Chair)	Birmingham City Council
Councillor Barbara McGarrity (Vice-Chair)	City of Wolverhampton Council
Councillor Gurdev Hayre	Coventry City Council
Councillor Adam Hicken	Walsall Metropolitan Borough Council
Councillor Ian Kettle	Dudley Metropolitan Borough Council
Councillor Thabiso Mabena	Sandwell Metropolitan Borough Council
Councillor Martin McCarthy	Solihull Metropolitan Borough Council

Quorum for this meeting shall be five members.

If you have any queries about this meeting, please contact:

Contact Lyndsey Roberts, Scrutiny Officer
Telephone 07917 473824
Email lyndsey.roberts@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
Items of Public Business			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interest Members are reminded of the need to declare any disclosable personal interests they have in any item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Chair's Remarks	Chair	None
4.	Minutes - 24 November 2021	Chair	1 - 4
5.	Matters Arising	Chair	None
6.	Transport Policy Question Time: Response from the Portfolio Lead Member for Transport to the Recommendations Presented to the Overview & Scrutiny Committee on 8 November 2021	Chair	5 - 8
7.	Metro Suspension and Operations Update	Anne Shaw	9 - 12
8.	West Midlands Future Bus Delivery Options	Pete Bond	13 - 20
9.	Swift Update	Matt Lewis	21 - 36
10.	West Midlands Local Transport Plan 5: Draft Core Strategy	David Harris	37 - 116
11.	City Region Sustainable Transport Settlement Submission	Carl Beet	117 - 216
12.	Work Programme (a) Transport Scrutiny Sub-Committee (b) WMCA Board Forward Plan	Chair	217 - 222
13.	Exclusion of the Public and Press [In accordance with s100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it was likely to involve the disclosure of exempt information as specified in the paragraphs of the Act.]	Chair	None

Items of Private Business			
14.	City Region Sustainable Transport Settlement Submission - Scheme Schedule	Carl Beet	223 - 230
Date of Next Meeting			
15.	Wednesday 23 February 2022 at 10.00am	Chair	None

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West Midlands
Combined Authority

Transport Scrutiny Sub-Committee

Wednesday 24 November 2021

Minutes

Present:

Councillor Liz Clements (Chair)
Councillor Gurdev Hayre
Councillor Ian Kettle
Councillor Martin McCarthy
Councillor Barbara McGarrity

Birmingham City Council
Coventry City Council
Dudley Metropolitan Borough Council
Solihull Metropolitan Borough Council
City of Wolverhampton Council

In Attendance:

Carl Beet
Dan Essex
Graham Jones
Matt Lewis
Lyndsey Roberts
Anne Shaw

Head of Strategy & Intelligence
Governance Services Manager
Commonwealth Games Technical Director
Head of Swift
Scrutiny Officer
Interim Managing Director, Transport for West
Midlands
Head of Finance Business Partnering

17. Apologies for Absence

Apologies for absence were received from Councillor Thabiso Mabena (Sandwell) and Kashmire Hawker (Young Combined Authority).

18. Minutes 13 September and 22 October 2021

The minutes of the meetings held on 13 September and 22 October 2021 were agreed as correct records.

19. Matters Arising

(a) English National Concessionary Travel Scheme Patronage Review

The committee considered a report of the Head of Swift that showed the impact of COVID-19 on the English National Concessionary Travel Scheme (ENCTS) patronage.

The COVID-19 pandemic had a significant impact on the ENCTS patronage, which had recovered slowly following the easing of lockdown restrictions. Patronage for the last three months represented around 61% of the patronage that was achieved in the same three-month period prior to the pandemic. The report also highlighted usage by local authority area.

(b) Transport Levy 2022/23 Update

The sub-committee received an update from the Head of Finance Business Partnering on the transport levy 2022/23. Discussions were ongoing in respect of the transport levy and there would be an opportunity for the sub-committee to discuss this further at the forthcoming Scrutiny Budget Workshop on 2 December.

20. West Midlands Metro Service Suspension

The sub-committee received an update from the Interim Managing Director, Transport for West Midlands on the recent suspension of the West Midlands metro service. Earlier this year, cracks were discovered on the trams which resulted in a temporary interruption to services for inspections and repairs.

Temporary repairs were carried out to return the fleet to service as soon as possible, but inspections had found that more extensive and permanent repairs were required. To ensure the safety of passengers a decision had been taken to suspend all services from 13 November to carry out the repairs required.

Transport for West Midlands continued to work alongside the tram manufacturer to understand the issues and to carry out the repairs as quickly as possible. The Interim Managing Director was unable to confirm when services would resume, but the repairs were expected to take at least four weeks. The sub-committee noted the measures that were in place to ensure that passengers were still able to travel safely and reliably around the region on public transport.

Members discussed and shared comments on the timescale for services to resume, the train derailment in Wolverhampton that had an impact on services and the proactive engagement of Transport for West Midlands and partners to ensure contingency plans were activated, the procurement process used to procure the tram fleet and the potential for tram manufacturers to be based within the UK, the provision and reliability of alternative public transport options during the suspension of services and the work being undertaken by Transport for West Midlands to try and accelerate the entry back into service.

The sub-committee enquired about the engineering report and sought assurances that trams would be safe for future use. The Interim Managing Director explained that there was a level of confidentiality regarding the report, but assured members that independent assurance was taking place to ensure that the repair programme was fit for purpose.

In terms of the engineering report and roles and responsibilities for the tram service, the Interim Managing Director agreed to discuss this further with the Chair.

Resolved that the report be noted

21. Commonwealth Games Transport Plan

The sub-committee received a report of the Commonwealth Games Technical Director on the Games Transport Plan for the 2022 Commonwealth Games.

A draft Games Transport Plan was consulted upon with statutory stakeholders and underwent an engagement exercise with the public during June 2021 - September 2021. The plan had been updated to reflected changes as a result of the consultation.

Members discussed and shared comments on the contents of the Commonwealth Games Transport Plan, legacy issues, sustainability, jobs and skills, transport integration hubs, cycling and walking, operational planning and contingency planning. In terms of cycling, it was noted that this would be promoted, although an assessment would have to be made as to the proportion of people that would cycle or walk to the games.

Resolved:

- (1) The responses to the Games Transport Plan consultation be noted
- (2) The Games Transport Plan be approved for progression through Transport for West Midlands and WMCA governance, for publication in January 2022.

22. City Region Sustainable Transport Settlement

The sub-committee received a report of the Director of Policy, Strategy & Innovation that provided an update on the regional transport infrastructure programme with Government, which formed part of the City Region Sustainable Transport Settlement. The Government's Spending Review 2021 confirmed a WMCA allocation of £1.05bn for 2022-27.

The City Region Sustainable Transport Settlement was a five-year capital settlement to enable the region to achieve its ambitions in terms of transport investment. The fund was overseen by the Department for Transport and aligned with the planned publication of a new Local Transport Plan. The settlement commenced in 2022-23 with £8.9m allocated to the West Midlands in 2021-22 to assist preparation and delivery of the settlement.

The Head of Strategy & Intelligence provided an overview of the City Region Sustainable Transport Settlement, delivery programme themes, programme development and the process used, funding asks including local contributions, Transport for West Midlands schemes, local authority schemes, budget 2021 and allocation of funding to the WMCA, additional considerations and prioritisation process as all of the schemes included with the WMCA's bid submission were not fully funded.

Concern was expressed at the possibility of internal bidding amongst local authorities within the WMCA area to decide the final prioritised list of schemes. The Chair also enquired as to how the balance of investment in public transport, active travel and further investment in the road network was going to feature in the prioritisation process. It was reported that from the Government's perspective, there was an expectation that public transport, walking and cycling and some of the technology measures would be at the forefront of the programme.

Resolved:

The update on the WMCA's City Region Sustainable Transport Settlement with Government and the next steps be noted.

23. Work Programme

The sub-committee discussed its work programme of business for consideration at its future meetings and at the WMCA Board.

Resolved:

That the work programme be noted.

24. Date of Next Meeting

The next meeting of the sub-committee would be held on Monday 17 January 2022 at 10.00am.



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Cllr Liz Clements
Chair of Transport Scrutiny Sub-Committee
Letter sent by email

Our ref: IW/LC/201221

20th December 2021

Dear Councillor Clements

RE: Transport Scrutiny Sub-Committee feedback

Thank you for sharing the feedback from Transport Scrutiny Sub-Committee (TSSC) members following the Question & Answer session with myself on 22 October 2021.

As promised, please see below a response to each point of feedback raised by the committee members.

(1) Commonwealth Games

Members were reassured at the transport planning activity carried out to date for the Commonwealth Games but recognised that significant work would follow on from the approval of the Games Transport Plan. They would wish the sub-committee to be sighted on the implementation stages, and to receive regular updates from Transport for West Midlands in the lead up to the Games starting in July 2022.

The Commonwealth Games (CWG) Team are happy to attend further TSSC meetings to formally report on the transport implementation stages of the games.

Naturally as the Games approach the team's workload and demand on capacity and resources will continue to increase. Therefore, to ensure the correct balance in enabling them to carry out their duties whilst remaining able to report into the various WMCA and CWG boards, I am recommending that Graham Jones, Commonwealth Games Technical Director attends TSSC twice between January and June 2022. Kate Lees (TfWM Business Manager) and Lyndsey Roberts have a meeting arranged for January to schedule this into the TSSC forward plan.

In addition to this, The CWG Team will share regular written updates with TSSC for noting between the attendance at the Boards to ensure members are continually updated on the progress of implementation.

(2) Hydrogen Buses

Members welcomed the potential rollout of hydrogen powered buses across the region and stressed the value of learning from other local authority areas as to the challenges and mitigations that particularly related to these types of vehicles.

Transport for West Midlands (TfWM) have been liaising with Birmingham City Council relating to their experiences in rolling out the twenty pilot buses. This scheme has been funded through the EU JIVE project, and which provides a platform for several European cities who have benefitted from funding, to share best practice and lessons learned. Many of these experiences are reflected in the project risk register, with appropriate mitigations identified.

It is important to note that TfWM are also engaging with many of the city transport authorities who have led the pilots, and we are working with other UK cities and internationally through the Urban Transport Group and UITP, the International Association of Public Transport.

With our own bid to Government for ZEBRA for 124 hydrogen buses the learning for this business case has come from a collection of locations, as well as the work of TfWM.

(3) Bus Franchising

Members looked forward to seeing the report that was evaluating the merits of operating a bus franchise model within the West Midlands and urged the mayor and all members of the WMCA Board to consider the matter with an open mind and ensuring that the services provided to passengers were the overriding consideration.

Members of the Strategic Transport Board, Transport Delivery Committee and other interested members have received a presentation and overview of the work of the Outline Business Case (OBC) along with a summary of the network risks that exist for bus services considering Covid.

A further report will be presented at the West Midlands Combined Authority Board in January 2022, outlining the proposal to continue with the development of an Enhanced Partnership to deliver all bus services across the region, whilst requesting the WMCA to approve simultaneously undertaking a Full Franchising Assessment (FFA) which is the formal process required under the Bus Services Act 2017 to fully evaluate and consider the option having now undertaken an SOBC and an OBC into the options available.

The OBC suggests a further level of regulation is required within any mechanism undertaken, Enhanced Partnership or Bus Franchising. If approved the FFA will be completed by 2023.

It has been agreed that the Bus Delivery Options report for the January WMCA Board will be submitted to TSSC, and the team will give a presentation on the 'next steps' to members at the Board on 17th January. This course of action will enable the team to provide members with the most up to date progress following the WMCA Board and decision on the 14th and will allow flexibility in reporting those updates to members.

(4) Autonomous Vehicles

The sub-committee would welcome an update at a future meeting on the work being undertaken regarding the use of autonomous vehicles on the region's road network.

Kate Lees and Lyndsey Roberts will schedule this item onto the TSSC forward plan for 2022 during the meeting in January to ensure members are update as requested.

(5) Metro

Members welcomed the progress being made on the Wednesbury - Brierley Hill Metro extension but shared their concern at the potential impact of shortages in materials that may delay construction over the next 12 months.

Work is underway to review the overall cost pressures and affordability of the Wednesbury Brierley Hill Extension and potential phasing of work and an update will be provided in due course.

(6) Transport Levy

There was strong concern that current and future reductions in the transport levy would impact on a number of the discretionary concessionary fares currently provided by Transport for West Midlands.

The Transport Levy was explored further by members at the Mayoral Budget Question & Answer on 15th December.

The sub-committee also wished to see the current usage data for the English National Concessionary Travel Scheme within the region.

A presentation on this item was given to members at the 24th November Board by Matthew Lewis, Head of Swift. Matthew is also scheduled to attend TSSC in January to provide members with an update on the work being undertaken around fares and ticketing and raising the public awareness of available products to help with the void recovery of patronage.

(7) City Region Sustainable Transport Settlement Bid

Members awaited the outcome of the funding bid that had been submitted to Government, and indicated that, should the bid be not fully funded, they would wish to then understand the process by which schemes would be prioritised.

An update on the current position of the City Regional Sustainable Transport Settlements (CRSTS) was given to TSSC members at the 24th November Board by Carl Beet.

The final CRSTS business case will be presented to the January WMCA Board seeking approval for the final submission to Government later that month. As outlined above with the Bus Delivery Options, the CRSTS WMCA Board report will be submitted to TSSC for inclusion in the document pack and officers will attend the Board to provide a presentation and update on 'next steps'.

I trust this provides a suitable response to the feedback TSSC members provided.

Yours sincerely.



Councillor Ian Ward
Leader of Birmingham City Council
WMCA Transport Portfolio Lead

Briefing note – Metro suspension and operations

Jan 2022

Purpose

The purpose of this note is to update members on the types of cracks on the Urbos 3 second generation tram fleet that operate on the metro system, how these have been managed; the decision to cease service in November 2021; and the work that was undertaken to safely restore service as expediently as possible with confidence that ceasing the service will not re-occur.

Background

Cracks were identified on the window and door frames in 2018. After protracted discussions which concluded in 2019 there has been a programme in place with the manufacturer to repair these under warranty.

In 2018, it was independently assured that there was no safety risk when operating the tram.

During routine inspections of the fleet in early 2020, Tram 37 was identified to have cracks to the Bogie box. These are different cracks to those previously identified on the body shell and posed a more of a safety concern.

Tram 37 was removed with from service and sent to the manufacturer's factory in Spain for investigation and resolution.

The manufacturer identified a permanent fix to the cracking problem which has been independently assessed.

Following inspections, similar cracking was identified on other trams within the fleet, indicating that the repair solution designed by the manufacturer needed to be undertaken on the whole tram fleet. Working with the manufacturer, a programme of repair to fix the issue was put in place for all trams. This programme had to be managed with constrained depot space during covid working restrictions whilst maintaining an essential service.

To enable the services to remain running, there was also an independently assured programme to undertake more detailed regular and rigorous

inspections and delivering temporary repairs in order to ensure that the trams could remain in service safely.

We have had external assessments of the temporary and permanent repairs and received assurance from the Manufacturer for every tram that has been put into service. Following inspections, any trams that were identified to be approaching the tolerances in terms of the cracks, were removed from service and the temporary repairs undertaken whilst there has been a steady flow of trams also receiving the full repair. The Independent Competent Person and the Office of Road and Rail have been kept informed.

This has taken place alongside routine inspections and maintenance to the trams.

Constraints in the depot footprint and with engineering resources have needed to be balanced in order to ensure all repair works, and maintenance can be carried out.

Through this inspection programme, some concerns were flagged in June 2021 and a decision taken to pause the fleet whilst further assessments were made. This was to make sure that the programme in place was ensuring safety on the operation of the tram and it was being maintained. The service was returned within a few days following this review and independent assessments around safety.

As the number of passengers increased with the easing of Covid restrictions, this impacted on the additional loading and despite our rigorous daily inspections it was no longer possible to have assurance that the temporary repairs were sufficient to keep the fleet running safely whilst waiting for the full repair. On this basis the operator, Midland Metro Limited (MML) had to withdraw the service.

The operator, under the relevant regulations, is the body that holds this responsibility. This decision was not taken lightly particularly given the disruption to the 20,000 journeys a day.

This also came at a time when we were seeing shortages of drivers both on rail and bus services more generally as being reported nationally, which created challenges to ensure other modes of public transport were available to support displaced tram passengers. Whilst this was a consideration, safety was the overriding factor for ceasing the service at that time.

Actions – Response and recommencing service

TfWM have been supporting the decision by the operator through its resilience response.

The immediate priority was to ensure we had a response plan to support all the journeys that needed to be made. Working across the teams at TfWM and with our bus and rail operators we have supported MML to ensure metro passengers were able to access choices to use other public transport services.

This resulted in a multi-agency, multi-modal response. Updating all customer communications and web tools, cross ticket acceptance on bus and rail and monitoring of the network in terms of constraints and other actions required. There will remain an evolving response to ensure we continue to provide the customer with choices but manage any costs that occur in supporting this response.

We also focussed on planning a revised permanent repair programme to bring a level of service back for Metro and to accelerate the new fleet of trams that have arrived to undertake all for their safety checks and enter them into service. Staff from the manufacturer, MML, TfWM and the Independent Competent Person are working through an integrated programme for repairing the trams, and also introducing the newly arrived third generation trams into the fleet (subject to the necessary and stringent entry into service safety checks) ahead of schedule to help rebuild the service.

On 10 December we had repaired sufficient trams and introduced 3 new trams to operations to permit a sustainable service from Wolverhampton

St George's to Bull Street with a 10-minute headway. This service has proceeded successfully, and we are now steadily increasing the fleet of new and repaired trams with the intention of re-starting services through to Library as quickly as possible. However, to ensure delivery and restoration of public confidence we do not wish to take this step until we are confident that this can be achieved safely and sustainably.

We will then focus on ensuring we can also open the extensions to Edgbaston and to Wolverhampton Station as planned but with some changes to the programme.

In parallel with the return to service we have adjusted the longer-term schedule to complete all the repairs that are non-safety critical to door frames. (This work was suspended pending repairs to the bogie box cracks.) We aim to carry out this work off-site to leave the depot unencumbered for operational work. We anticipate that by Summer 2022 all bogie box repairs on the trams will have been completed by the manufacturer, and independently assured. The door frame repairs will continue in parallel, but complete later.

Costs

In terms of costs to the organisation, there has been some expenditure on enabling cross ticket acceptance with rail and bus operators. We have an existing funded programme of repairs working with the manufacturer and funding in place to enter the new fleet into service also as part of their acquisition.

There have been some savings on removing the programme of temporary repairs which we will be able to redirect to cover costs.

As the situation is evolving, we are ensuring that all costs are captured, and any financial risks managed.

Roles and responsibilities across Metro

TSSC members requested a breakdown of the roles and responsibilities of all Metro related teams. The following spreadsheet, Appendix 1 demonstrates the roles and responsibilities for the TfWM Metro Team, MML and Midland Metro Alliance (MMA) but further detail can be found below.

Responsibilities of TfWM Owners Team:

- TfWM monitor progress, challenge costs, and agree budgets for MML. Under the Public Services Contract (PSC) TfWM have to agree with MML their annual budget, subsidy and life cycle or renewal works.
- The TfWM Metro or ‘Owner’s Team’ commissions and manages the contracts for defined scope from a delivery partner and provides checks and assurance for WMCA/TfWM that the work has been delivered in line with the requirements and Business Cases that have been approved.
- The Owner’s Team reviews projects in delivery and reports to Metro Programme Board on the progress and escalates issues/decisions. They also monitor that the projects follow TfWM assurance processes. (Stage Gates etc.)
- The Owner’s team ensures that the Metro assets (infrastructure and trams) are maintained and replaced as required for safe and sustainable operation.
- TfWM has a small team seconded into MMA to ensure our voice is heard and to support on legal and stakeholder management. This team includes the key financial team within the MMA.
- TfWM teams oversee and challenge the MMA delivery progress and TfWM carries the Project Insurance.

Responsibilities of MML:

- At the end of the previous concession for Operation and Maintenance, TfWM set up MML as an ‘arm’s length’ but wholly owned Operator and Maintainer.
- The contract with MML is governed by the PSC.

- MML hold a monthly board and issue monthly reports on operations, safety, and revenue for example.
- Under ROGS regulations MML is the Transport Undertaking. As such they are responsible for maintaining the safety of the system they operate on our behalf.
- Any changes to the operation of the system or to the system itself must be agreed with the Owner (TfWM) through the Change Board.
- MML also reports into the other WMCA Operations Boards monthly.

Responsibilities of MMA:

- All work delivered through the Alliance is governed by the Programme Alliance Agreement which is essentially the contract between the MMA parties and TfWM.
- Once projects are commissioned the Alliance delivers the projects in two stages: TC1 (Target Cost 1) to take a project through to detailed design completion; and TC2 to finalise the delivery cost. There is a cost gain/pain share mechanism. This means that cost over-runs are carried by all three parties.
- MMA is the ‘design authority’ for what they design and deliver. They are self-assuring. However, TfWM has technical support through two key sources: an external technical assurance team who advise in particular on operational requirements; and an Independent Competent Person (ICP) who is accredited by Office of Rail and Road (ORR) and assures Tram Safety.

Further Information	
Lead Officer	Michael Anderson Metro Projects Director Michael.Anderson@tfwm.org.uk
Responsible Officer	Anne Shaw Interim Managing Director, TfWM Anne.Shaw@tfwm.org.uk

APPENDIX 1 - METRO STRUCTURE

LEGAL FRAMEWORK	METRO DELIVERY (TfWM)		METRO OPERATIONS (MML)	MMA
	WMM Projects Director		MML Managing Director	Alliance Director
	MMA delivery Owner Participant team Non MMA delivery Project Managers Utilities Comms/Engagement Technical Assurance Metro Programme Board Metro Networkwide Board	Finance Procurement/Commercial PMO (inc H&S) Development (Incl Legal and TWAO)	Operations Maintenance Sch 7 Network Development Metro Programme Board Metro Networkwide Board	MML Revenue Operational Marketing/Comms MML Board Metro Programme Board Metro Networkwide Board
Programme Alliance Agreement (PAA)	Aliance Leadership Team	Owner's Representative		Alliance Director
Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS)	Infrastructure Manager *		Transport Undertaking *	Responsible Person *
Pubic Services Contract (PSC)	Authority's/Owner's Representative (MML Board guest)		MML Managing Director	N/A

* = formal legal responsibility under ROGS

Key Interface: MML MD to Project Delivery for revenue

Metro Projects Directors joins Metro Board together with LS and LH



Informal WMCA Board - WMCA Chief Executive's Consultation/Guidance

Date	14 January 2022
Report title	West Midlands Future Bus Delivery Options
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive/TfWM Director	Anne Shaw, Interim Managing Director, Transport for West Midlands email: anne.shaw@tfwm.org.uk
Accountable Employee	Pete Bond, Director of Integrated Transport Services email: pete.bond@tfwm.org.uk
Report has been considered by	Strategic Transport Board

Recommendations for action or decision:

The informal WMCA Board is recommended to propose that the WMCA's Chief Executive:

- (1) Note the key risks in the future delivery of bus services in the region that Transport for West Midlands are working with Government, bus operators and other partners to mitigate.
- (2) Note the opportunities associated with Enhanced Partnership but also the level of commitment and process that it will place on all partners, particularly Transport for West Midlands, Local Authorities and bus operators.
- (3) Support the continued assessment of the Business Case for Franchising in line with WMCA assurance processes (Single Assurance Framework) and legislation within the Bus Service Act 2017, as a possible mechanism to address the referenced challenges should Enhanced Partnerships fail to effectively deliver the Authority's ambitions.

1. Purpose

- 1.1 To provide an update on future challenges and opportunities in the bus market and agree a course of action that best enables the WMCA to continue to support the strong role that buses play in delivering wider WMCA objectives.

2. Background

- 2.1 In 2019, the WMCA approved the West Midlands *Vision for Bus* which set out the ambition for the region's bus network;

“A world-class integrated, reliable, zero emission public transport system providing inclusive travel all across the West Midlands. With excellent customer service and simple payment and ticketing options. Customers will be able to make easy and safe door-to-door journeys, benefiting from new innovative transport solutions that meets the needs of a modern and diverse 21st Century economy, reducing the reliance on private single occupancy car journeys.”

- 2.2 The WMCA requested that TfWM develop an Outline Business Case to assess available options for delivery based on Enhanced Partnership and Bus Franchising powers provided under the Bus Services Act 2017. At the same meeting the WMCA approved the development of the region's first Enhanced Partnership (EP) to support the introduction of Sprint services. An EP Plan and Scheme have now been made in preparation for the delivery of the region's first Sprint services.
- 2.3 Although TfWM commenced the outline assessment of powers in 2019 this was paused in 2020 with the arrival of the Covid-19 pandemic. Pausing the work provided additional time to better understand the potential impacts of the pandemic on the ability of bus operators and the Local Transport Authority to deliver the ambitions of *Vision for Bus* alongside a post pandemic recovery.

National Bus Strategy and Bus Service Improvement Plans

- 2.4 Since then, the important role of buses has also been recognised by Government, who published the National Bus Strategy *Bus Back Better* in March 2021. This sets out some of the challenges in delivering bus services in a deregulated market and the important role of LTAs in local bus network planning. It sets out a requirement for all LTAs to submit a Bus Service Improvement Plan (BSIP), outlining ambitious proposals to maximise the potential of buses in local areas to meet the aspirations of the strategy. The Government had already committed £3bn to support the National Bus Strategy implementation.

- 2.5 The West Midlands BSIP was submitted in November 2021 and amongst other things includes aspirations to realise a fully zero-emission bus fleet by 2030, over 100km of new bus priority measures to improve bus punctuality and reliability, providing significant simplification of fares, ticketing as well as extensive development to the network. The BSIP included a bid to Government for £662m of funding up to 2025. The DfT are assessing all BSIPs submitted and have said that they will award future bus funding based on the quality coupled with ambition within these documents. They have advised that £1.2bn of the overall pot will be allocated following their review of submissions, which is expected to be no more than 10-20% of the value of all BSIP submissions to Government from LTAs (noting that the West Midlands submission alone is for over half of the available pot). TfWM is expected to soon learn what level of funding will be provided but have been advised that the West Midlands will likely not receive any capital funding from this pot as the Government expects bus capital schemes should be included as part of the City Region Sustainable Transport Settlement (CRSTS). We await details of any revenue allocation.
- 2.6 As well publishing BSIPs, Authorities were required to advise the government on how they intend to work with operators to deliver these plans, with either Enhanced Partnerships or Franchising being necessary if Authorities are to be eligible for future funding allocations. This is important because it requires a significant step change in the involvement of LTAs in bus service delivery; no LTA can continue to deliver in the way it has done previously and at a minimum LTA's must put in place clear commitments, targets and processes to support an Enhanced Partnership. As already reported, TfWM already has an Enhanced Partnership in place for the region and a strong track record of working positively in partnership with operators through the Bus Alliance. DfT were therefore advised that the region's preferred delivery approach would continue to be through partnership, however the option for the West Midlands, to consider franchising would be kept under review, with this report forming part of that process. This approach is permitted through the requirements of the BSIP and Authorities with Franchising powers are able to switch between EPs and Franchising if circumstances require it.

Post Covid-19 Bus Network Risks

- 2.7 Conflicting with the ambition in our BSIP and the National Bus Strategy are the realities facing the bus industry as the country recovers from the impacts of the Covid-19 pandemic. The pandemic had a profound impact on transport networks for many months when all but essential travel was prohibited. Whilst regulatory restrictions have now been lifted, many of the impacts have been more enduring and recovery is expected to take much longer. In the West Midlands, as of November 2021, bus patronage has recovered to approximately 75% of pre-covid levels, which is similar to that seen in other areas. This is partly because many social behaviours such as home-working and online shopping became more widespread and embedded during the pandemic. With covid-19 still prevalent and likely to be so for the long-term, there are also residual concerns about using public transport, particularly amongst more vulnerable customers, which is no doubt impacting on more discretionary use.

- 2.8 Government and the public sector have been incredibly supportive of the bus industry during the pandemic to mitigate the threat of bus services being withdrawn, with Local Government continuing to pay subsidies and concessions at pre-pandemic rates despite much reduced passenger volumes and National Government covering operators' losses and directly subsidising them to maintain services. As a result, the impacts on the network have been minimal, with less than a 4% reduction in the network to date in the West Midlands, though even that has led to much customer and political attention and caused concern amongst communities.
- 2.9 Prior to Covid, the West Midlands bus network received around £250m p.a. in income, around £67m (27%) of which was from public funding sources (grants, subsidies and concessions) and the remainder primarily fares revenue. As of October 2021, just over half of the revenue is still from public funding sources including WMCA protecting concessionary payment levels. However, the Government's Bus Recovery Grant (BRG), negotiated directly between Government and bus operator groups and covering some of the operator losses, is due to finish at the end of March 2022. Currently bus operators are telling us that the amount of money available from Government is not what was expected and may result in some network reductions even prior to the end of March 2022. Whilst it is highly unlikely that Government will not provide any funding at all after March 2022 the fact that there is currently no committed funding represents an incredible challenge which is being talked about across the industry as a potential 'cliff edge', given such a substantial reduction in passenger revenue, which is unlikely to have recovered to pre-covid levels by then.
- 2.10 It is almost certain that in the face of national Bus Recovery Grant ending, or being reduced, that operators will seek to rationalise their operations in order to remain financially viable meaning that the network faces risks of service cuts, fare increases, or reliance on increased subsidy. Operators are already seeking to maintain the most profitable routes, placing less profitable routes (that carry fewer passengers but remain essential for network cohesion and providing crucial access for many residents) at risk. Under this scenario, TfWM will be required to assess gaps in the network and determine the extent to which subsidy should be provided to maintain services. This could represent risk of up to £50m to the 2022/23 WMCA tendered bus budget based on current patronage trends in order to maintain the current network. With the likely necessity for increased local subsidies it is essential that TfWM is able to demonstrate good value for money, both for the services it directly supports but also ensuring that all funding coming into the industry is being used effectively to maintain and develop a strong, comprehensive network. Whilst a reduced network may support operator profit margins, it would not support the wider WMCA objectives of ensuring excellent access for all residents and encouraging significantly more bus use to help reduce emissions. The WMCA may also be obliged to review its standards on access to the network in order to mitigate the level of funding risk, which is one of the options being considered.

2.11 There are discussions between bus operators and Government on the possibility of extended funding. Government had committed to funding the recovery through LTAs to ensure that they are leading from the front of the recovery but to date this has not materialised and there are no indications that it will do so by March 2022. TfWM are also seeking support from Government to stabilise the existing network until October 2022 to ensure a smooth transport provision during the Commonwealth Games. This is also not yet confirmed and presents a further risk. What this does highlight however, is the minimal level of influence and control that the LTA has over the current determination of routes and services as we enter a period of time containing the largest potential threat of major changes to bus services since deregulation in 1985. Whilst we are able to influence and negotiate in some areas this has proved an immensely time-consuming process for all parties and not as effective as it would have been prior to Covid-19 due to greater business pressures. Bus operators are not being blamed for their approach, but there are clear differences between their commercial requirements and the region's need to serve its residents that we will be aiming to address through the Enhanced Partnership.

Bus Options Assessment

2.12 In mid-2020 TfWM recommenced that work be progressed to assess powers available under the Bus Services Act 2017 to determine how best to realise the Mayoral Combined Authority's *Vision for Bus* objectives. This has included a high-level assessment of Franchising powers, as well as Enhanced Partnership. Whilst the EP approach is now becoming better understood and will itself be a big transition for the LTA and operators to implement, a Franchising Scheme would present a completely different model through which bus services could be delivered. Under a Franchising model, rather than commercial operators determining bus routes, timetables, fares and quality standards and taking the revenue risk, these things would be specified by the Transport Authority and operators would be required to compete for contracts to run services in line with agreed specifications and demonstrate good value for the use of all money within the system. The purpose of the initial assessment has been to determine the significant risks that the Transport Authority might encounter in implementing franchising, whether such risks would be manageable and the extent to which a scheme might provide opportunities to deliver the region's *Vision for Bus* more effectively.

2.13 Current legislation requires that where a Mayoral Combined Authority is in place, that the elected Mayor is to take a decision as to whether a Franchising scheme should be made and implemented following consideration of a detailed, independently audited Full Business Case. The introduction of new processes to deliver Enhanced Partnership will take significant commitment from operators, Local Authorities and TfWM and provide an opportunity to address the challenges and realise the ambition and objectives set out in the report. However given the level of commitment required and nature of the threats facing the network which are outside the control of the WMCA it is recommended that a Full Franchising Assessment should now be undertaken to provide a more detailed evidence base of costs, risks and opportunities to help address the articulated concerns over the future viability, decision making, and control of large parts of the network at the same time as making buses a more attractive choice for many more people.

2.14 Development and approval of this will be in line with WMCA assurance processes (Single Assurance Framework) and legislation within the Bus Services Act 2017.

- 2.15 It is proposed that at the same time TfWM will continue to work with operators in order to deliver the proposed outputs of the EP supported by Government BSIP funding once announced. It is also noted that the region has already been successful in attracting Government funding for zero emission buses and will continue to strive to deliver towards the objectives of the *Vision for Bus* and the National Bus Strategy.
- 2.16 It is worth reiterating that this report is not seeking a decision to make or to implement a Franchising Scheme, however as a diligent Local Authority it would be prudent to consider in detail all available tools at our disposal to address the challenges ahead, especially in light of the current market risks. This will allow the Authority to develop a scheme to a point that the Mayor could agree to pursue it should delivery of objectives through an EP model prove an insurmountable challenge.

3. Financial Implications

- 3.1 £1.5m is identified through the CRSTS preparatory funding to support this work and is in line with Government recommendations on what this funding should be used for. As well as enabling the Full Franchising Assessment it will provide a platform for the development and implementation of the EP processes to support the effective Governance required of us through the National Bus Strategy.

4. Legal Implications

- 4.1 WMCA, as a Mayoral Combined Authority, has powers (subject to having regard to the Secretary of State Guidance and other criteria) under the Bus Services Act 2017, to make and implement a bus Franchising Scheme. Current legislation provides that the Mayor may, after consideration of an independently audited Full Business Case (and subject to SoS Guidance), seek to make and implement a franchising scheme under the Bus Services Act 2017. The powers to implement Enhanced Partnerships are also set out under the 2017 Act.

5. Impact on Delivery of Strategic Transport Plan

- 5.1 The current West Midlands Strategic Transport Plan “Movement for Growth”, sets out that the bus is key to ensuring these strategic objectives are met but places limited emphasis on defining a longer-term strategy for bus in the West Midlands. The delivery of Vision for Bus and the further development of Bus Policy Delivery Options will support the delivery of all 15 policies outlined in Movement for Growth.
- 5.2 TfWM is in the process of updating the current Local Transport Plan (LTP) on behalf of WMCA. The 'Reimagining the Transport System Green Paper' framed the key challenges and opportunities for transport in the region around 5 motives for change. These include the need to rapidly decarbonise and promote inclusive growth. The bus will continue to play a critical role in helping us respond to the five Motives for Change. As we look to the longer term, we will need to develop a clear view on the role of the bus in the West Midlands transport system and how bus services are delivered as part of our integrated transport strategy. The new LTP, due to be published in stages in 2022, will update the policies to promote safe, clean, efficient and economic transport to, from and within our area as well as plans to implement those policies.

6. Equalities Implications

- 6.1 Bus travel is the main means of transport for a large percentage of the population who are reliant on buses to get around. People on the lowest income centiles are much less likely to own a car and some of the most deprived wards have under 50% household car ownership. Groups much more likely to be reliant on public transport include: Single parents (primarily women); young and older people; black and minority ethnic people (minority ethnic people twice more likely to live in a household with no car ownership); people on low incomes; part-time workers; unemployed people (3/4 of jobseekers do not own a car); disabled people (only 38% of people with mobility difficulties are main drivers or have household access to a vehicle).
- 6.2 There is already an imbalance in the coverage of the bus network, with some areas served better than others and as highlighted in the paper there is significant risk that services will be further impacted in the near future which is likely to most impact the aforementioned groups. A full exploration of both Franchising and Enhanced Partnership will help determine how we are best able to deliver a network that meets the needs of all. Assessing the equality impact of both options will form an integral part of the process.

7. Geographical Area of Report's Implications

- 7.1 The challenges, opportunities and activities described are applicable to all seven constituent districts of the WMCA.

8. Schedule of Background Papers

[West Midlands Vision for Bus](#)
[National Bus Strategy: Bus Back Better](#)
[West Midlands Bus Service Improvement Plan](#)
[Bus Services Act 2017](#)

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TSSC Update

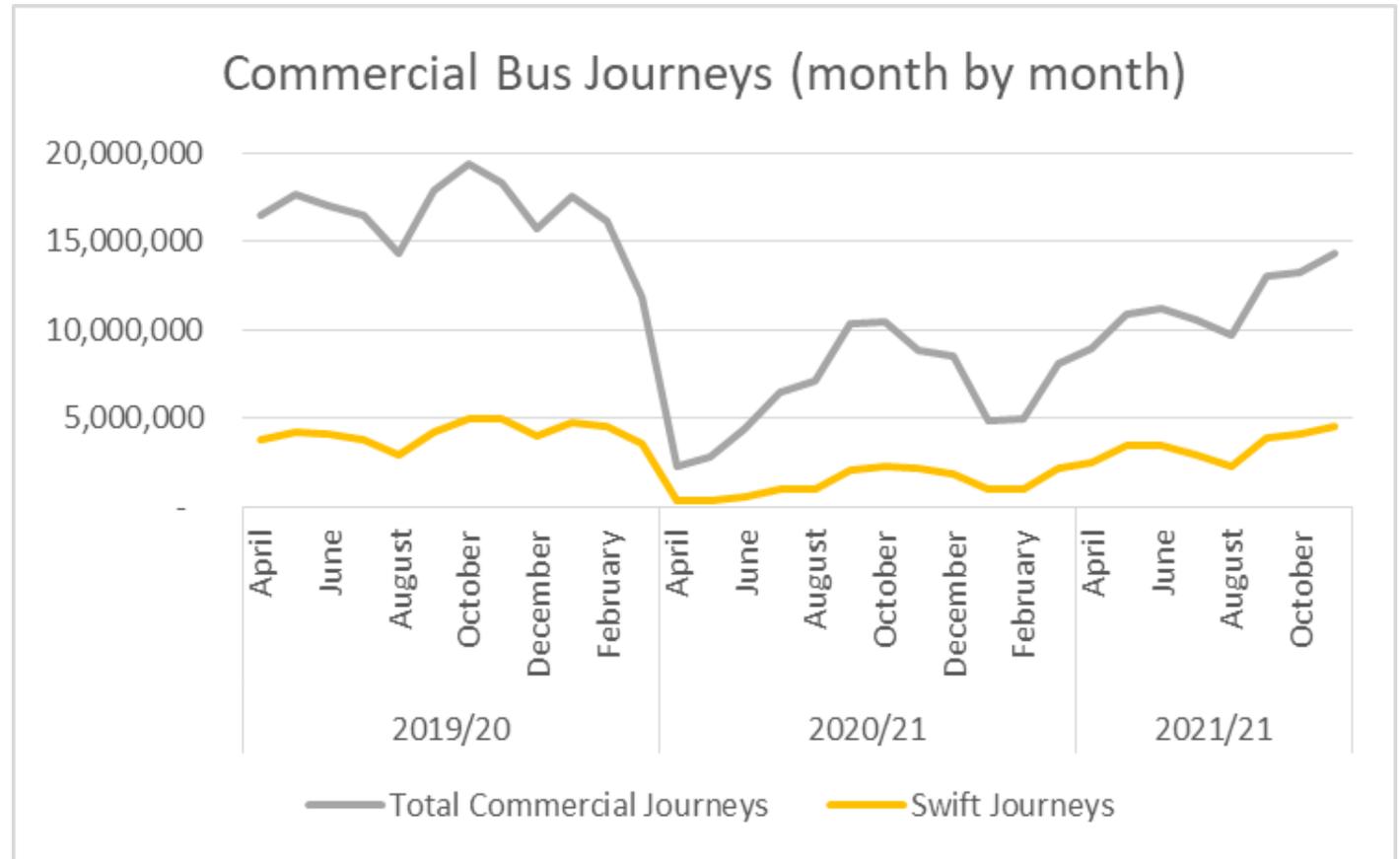
Matthew Lewis, Head of Swift
Transport for West Midlands





- Swift is the largest and most comprehensive smart ticketing scheme in the UK outside of London.
- Used by c. 250k people making more than 60m journeys per annum on buses, trains and the tram.
- Prior to Covid, Swift accounted for c. 1 in 4 public transport journeys were through Swift – it is now c. 1 in 3.
- Latest customer satisfaction surveys shows that 88% of customers are either satisfied or very satisfied with Swift
- For those aged 16 to 24, the satisfaction score increases to 92%.
- However, we strive for continuous improvement.

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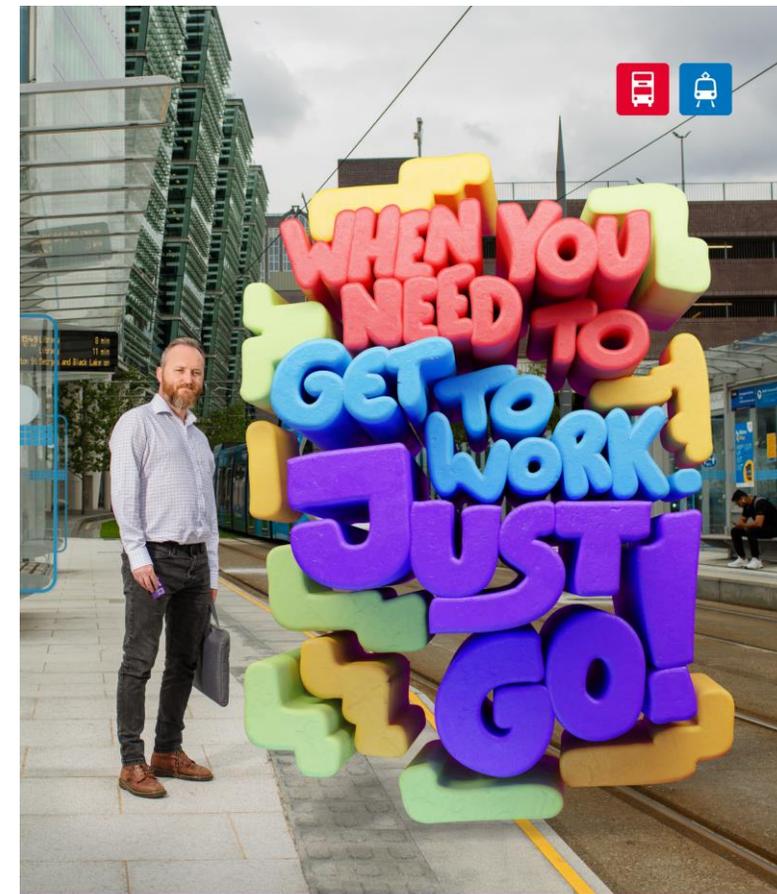


Delivered 2021



- Swift Go is currently valid on all bus and tram services and offers best value capping across peak and off-peak and also incorporates areas and zones including the low fares zones.
- The caps apply across 1 day, 3 days and 1 week – this is perfect for those returning to hybrid working and is more flexible than London’s Oystercard.
- Launched in July and has had little marketing due to timing issues with the pandemic – however, there has already been more than 30k journeys
- Work on going to deliver to children and to also expand the top-up network.
- We’re also working with West Midlands Trains, DfT and the Rail Delivery Group to enable the rollout across the rail network – this is likely to be during 2023.
- Rolling out on rail will finally mean that the Swift card has capping functionality that matches the Oystercard – we will be the first region to achieve that with all others still many years away.

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Travel more.
Pay less with Swift Go.
Enjoy unlimited travel
by bus or tram.

Start your
journey online
tfwm.org.uk/swiftgo





The Clean Air Zone is here!

Get **FREE** travel on public transport
for up to 3 years* when you scrap your car!

Visit brumbreathes.co.uk to apply for £2,000
worth of travel credits to use with Swift.

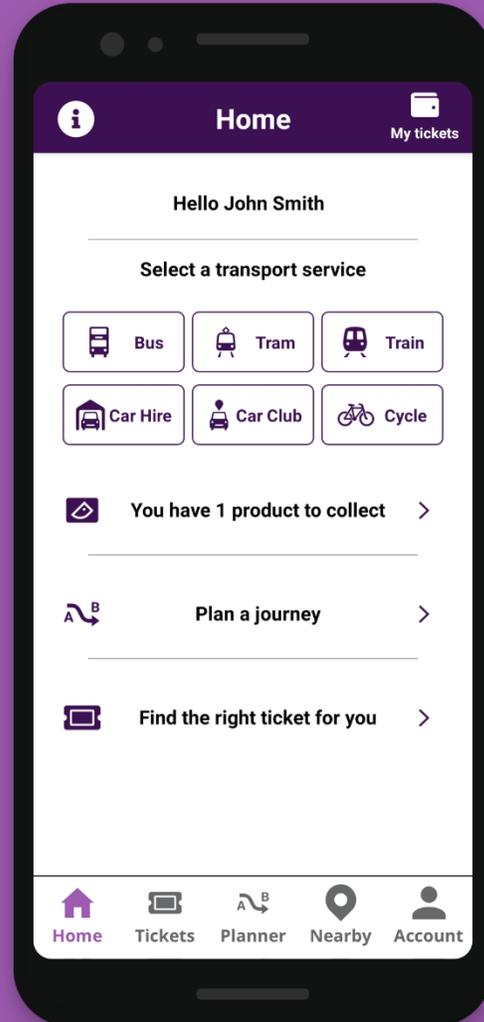
*conditions apply

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- The Swift Team supported Birmingham with the rollout of the clean air zone.
- Residents who scrap their car are given a code by Birmingham which, when entered into the TfWM App, generates £2,000 worth of Swift Credits which can be used to purchase public transport tickets or to hire West Midlands Cycles.
- This ensures that the credit is spend on sustainable mobility.
- To date we have had 12 users who have redeemed £24k of credit.
- The technical solution brings wider benefits as this new 'redeem a code function' can be used to offer targeted discounts to all Swift customers.
- TfWM have just gained agreement from National Express to offer significant discounts targeting Swift customers that used buses prior to the pandemic but haven't done so during the past 12 weeks.

Everything you need to travel around the West Midlands



- The launched in June, the TfWM App brings together journey planning, ticketing finding and purchasing, real time information, account management and information on other modes as our first step towards Mobility as a Service.
- Hugely popular with over 25k downloads already



West Midlands Cycle



Page 27

- Customers can use their Swift account to pay for Cycle Hire
- Bikes can either be booked through Beryl Bike App linked to the customers Swift Account
- Irrespective of how the customer books, they will be able to pay with Swift
- Booking and Payment in the TfWM App is the next phase
- This provides the solution to fully integrate all other modes such as eScooters, DRT etc.





- The Swift Parking App was launched in August and we now have almost 4.5k customers using it regularly throughout Coventry and Dudley
- We also have Swift vending for parking at Bromsgrove and Longbridge Park and Ride sites.
- At Longbridge, Swift payment is integrated with Automatic Number Plate Recognition so registered customers pay automatically just by merely driving in and out.
- We have gained agreement from National Express to offer significantly discounted bus tickets to these customers – this will happen in the next few months.
- We're keen to rollout Swift Parking into Birmingham, Sandwell, Solihull, Walsall and Wolverhampton too and will be pro-actively pursuing this over the coming months.



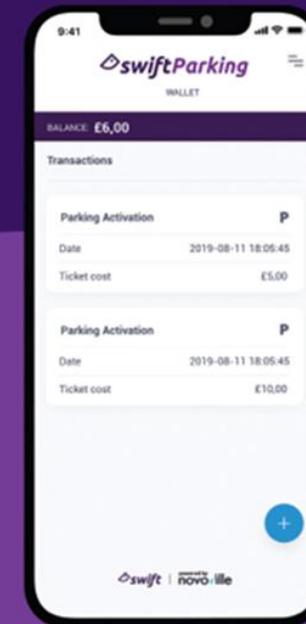
The **SwiftParking** app has arrived!



One less thing to worry about with SwiftParking

You can now use your smart phone to pay for parking at this car park. Quick, easy convenient and secure payments made effortless when you download the FREE SwiftParking app today.

Download for free today:



Why use SwiftParking?

SwiftParking is great for commuters who want a fast and convenient way to pay for their parking before continuing their journey. It only takes a few taps to pay on the app and it includes handy alerts to help you avoid tickets.



Hassle-free extensions

Get an alert when your parking session is about to expire with the option to extend it remotely from the app.



Say goodbye to cash

No need to carry cash or find exact change. Select the payment method that suits your needs and top up your app wallet 24/7.

For more information:

t: 0345 075 6006
wmnetwork.co.uk/swiftparking
Twitter: @myswiftcard



Projects in Progress



Swift on West Midland Metro

- Revolutionising the Metro ticketing offer
- Moving to off-tram ticketing will see platform validators and ticket vending machines at each stop.
- Customers will be able to use Swift (including Swift Go) cEMV contactless payment bank cards and barcodes to access the tram.
- The solution includes fully integrated capping where customer tap-in and tap-out and the best fare is charged – this includes if the customer uses other modes of transport.
- The procurement is now complete and contract award is imminent – delivery is expected in early 2023 – rollout is purposely delay to prevent any impacts during the CWG.
- This will bring significant customer benefits and considerable efficiencies for West Midlands Metro.



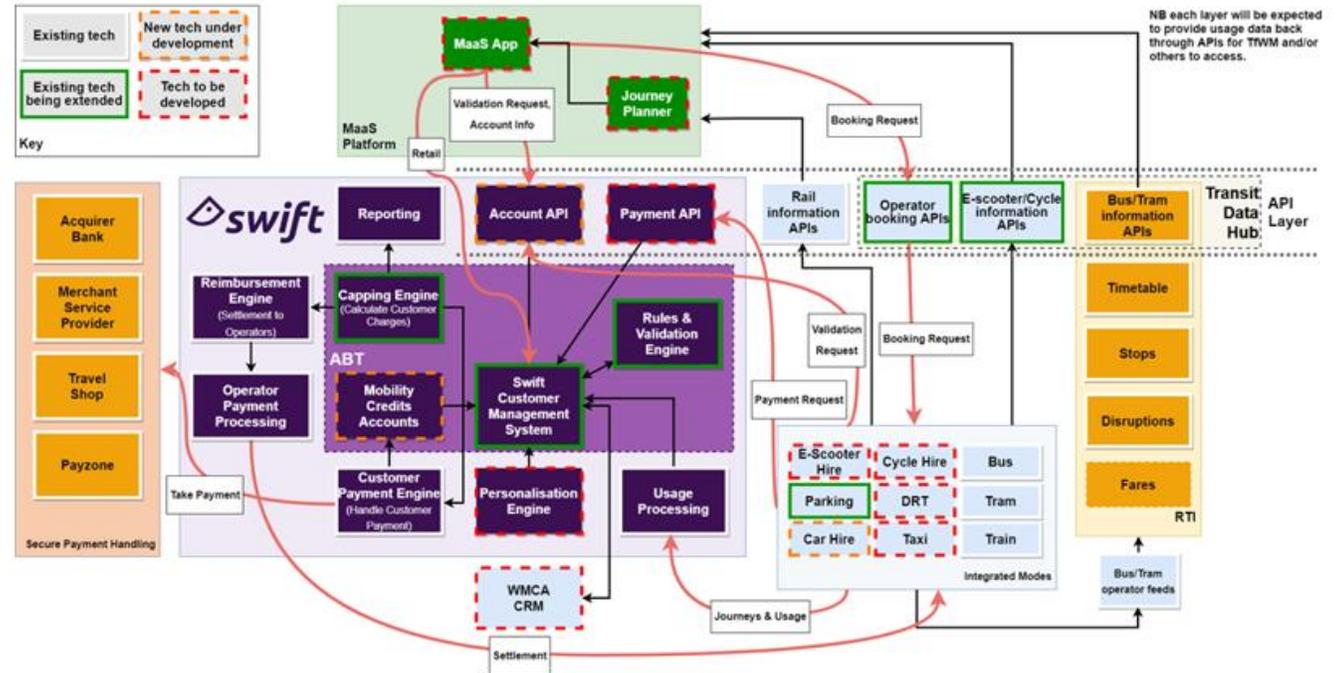
Transport for
West Midlands



Mobility as a Service:

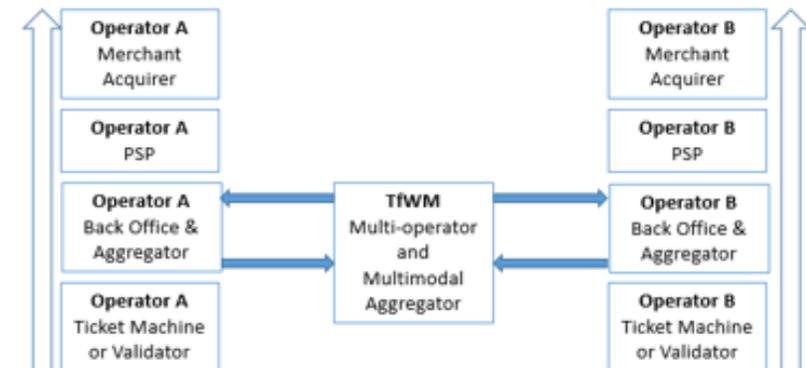
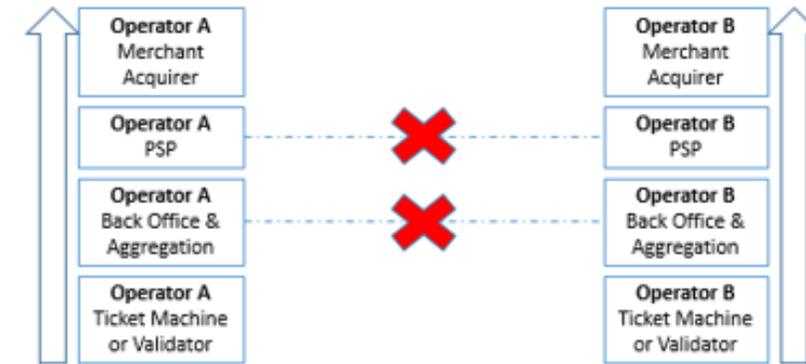
- Swift is at the heart of TfWM's Mobility as a Service plans.
- Through a customer's Swift Account and payment mechanisms they will be able to access all modes of transport including micro-mobility (eScooters, Bike Hire etc)
- Swift enables the offer of rewards and incentives to generate the behaviour change we need to encourage people to travel sustainably.
- The Swift systems are being developed to 'plug and play' so that they can easily connect with Apps and other user channels.
- TfWM is ahead of all other areas in the UK with regards to Mobility as a Service delivery.

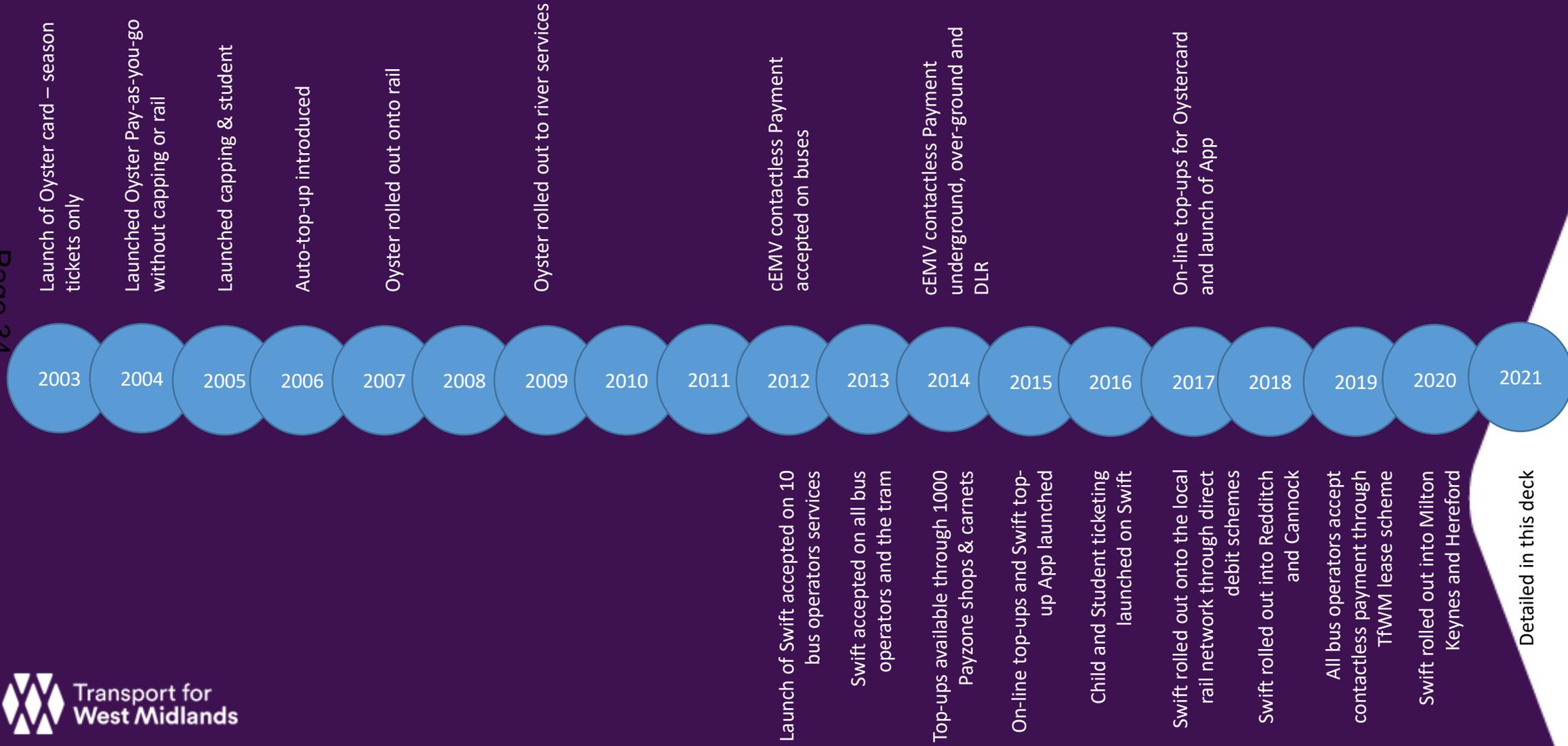
Emerging MaaS Architecture v3.2





- Contactless Payment now accepted on all bus operators services with a number of operators offering best value capping when you use your bank card on their service.
- However, this solution is not integrated and as such passengers using their bank card to travel on multiple operator's services are likely to be overcharged.
- This means what should be the best ticketing solution as it is easiest for most customers to access, is often the worst solution; and there is currently no solution for this.
- TfWM has worked with experts from around the globe to design the optimal solution for this problem. This design has been comprehensively market tested with positive responses from Visa, Mastercard and other important market players.
- TfWM has detailed requirements and a comprehensive business case showing a BCR of 7.08. The procurement pack is ready to publish subject to securing funding from CRSTS.
- Subject to funding, TfWM will deliver this solution throughout the West Midlands by 2024.
- This is the final piece in the ticketing jigsaw and will see the West Midlands dislodge London as having the greatest transport ticketing solution in the UK.





Item	TfL	TfWM
Funding	c. £1.2bn	c. £24m
Smartcard	Oyster	Swift
Pay-as-you-go with capping	Yes	Yes (but bus and tram only)
Season tickets	Yes	Yes
Mobile (NFC) top-up and validation	No	Yes
Account based Ticketing solution	No	Yes
Mobility Credits Functionality	No	Yes
Integrated with cycle hire scheme	No	Yes
Integrated with local parking schemes	No	Yes
Mobility as a Service compatible	No	Yes
Used by other Local Authorities	No	Yes
cEMV contactless payment	Yes	Yes (but not integrated)

Thankyou

matthew.lewis@tfwm.org.uk



Informal WMCA Board - WMCA Chief Executive's Consultation/Guidance

Date	14 January 2022
Report title	West Midlands Local Transport Plan 5: Draft Core Strategy
Portfolio Lead	Transport - Councillor Ian Ward
Accountable Chief Executive	Anne Shaw Interim Managing Director Transport for West Midlands email: anne.shaw@tfwm.org.uk
Accountable Employee	Mike Waters, Director of Policy, Strategy & Innovation email: mike.waters@tfwm.org.uk
Report has been considered by	TfWM Leadership Team WMCA Senior Leadership Team Strategic Transport Officers Group Strategic Transport Board

Recommendations for action or decision:

The informal WMCA Board is recommended to propose that the WMCA's Chief Executive:

- (1) Notes the responses to the 'Reimagining Transport' LTP Green Paper engagement (see appendix 2).
- (2) Agrees the proposed approach and timetable to developing the new West Midlands LTP (WMLTP5)
- (3) Approves the attached draft LTP Core Strategy document for statutory consultation, noting that final design editing work supporting communications material will be completed following comments from WMCA Board (see appendix 1).

1. Purpose

- 1.1 This report seeks WMCA Board's endorsement of the approach for developing the new West Midlands Local Transport Plan and approval to undertake public engagement on the draft Core Strategy document.

2. Background

- 2.1 Under the Transport Act 2000, Local Transport Authorities (LTAs) have a statutory duty to produce and review a Local Transport Plan (LTP). As a consequence of the Local Transport Act 2008 and the West Midlands Combined Authority Order 2016, WMCA is the LTA for the seven constituent metropolitan districts/boroughs. The LTP will align to the core priorities of WMCA ensuring that all future funding bids and transport activity is optimised to meet the Corporate Aims and Objectives signed off by WMCA Board in November 2021.
- 2.2 The LTP must set out policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within the LTA area as well as proposals for the implementation of those policies. WMCA and the seven-metropolitan district/borough councils of the West Midlands must carry out their functions so as to implement these policies. The LTP carries statutory weight in a range of decisions made by many public authorities as they execute their functions under their relevant statutory provisions. It is a critical document for ensuring the West Midlands public's interests with regards to transport and its impacts are considered in such decisions. The LTP must be developed collaboratively between the WMCA as LTA and the 7 local authorities and implemented in partnership with other agencies and organisations such as National Highways, Network Rail and public transport operators.
- 2.3 Since Movement for Growth (the fourth West Midlands LTP) was published there have been significant changes to the policy context including changes to the political, social and economic landscapes which have implications for transport policy and plans. Most significant of these are the impact of the Covid-19 pandemic and the challenge of climate change, with the WMCA declaring a climate emergency in 2019 and committing to ambitious plans of becoming a net zero region by 2041.
- 2.4 The first WM2041 five year carbon plan was adopted in March 2021. This set out a priority for WMCA to support changes in travel behaviours through reduction in car usage and a much higher modal share of public transport and cycling. A key deliverable for WMCA was producing a new LTP aligned to WM2041. In July 2021, Transport for West Midlands published the 'Reimagining Transport in the West Midlands' Green Paper. The purpose of the Green Paper was to start a conversation with politicians, public and stakeholders on how transport policy and strategy in the West Midlands could change. The focus was to engage on how the region could better respond to the big challenges it faces, including responding to the economic downturn and the climate emergency, as described in the Green Paper through five 'Motives for Change'.

3 Green Paper Engagement

3.1 The Green Paper engagement over the summer of 2021 saw over 600 full responses (and around 700 partial responses) to the public survey and around 20 detailed responses from a range of stakeholders including local businesses. In addition, a series of deliberative engagement and citizens panel sessions also took place with around 60 stakeholders and a group of around 70 individuals through the Transport for West Midlands online community. This group was demographically representative of people from across the region. A summary of the results of the engagement is appended, but the key messages include:

- The issues raised in the motives for change resonated with respondents who felt that these were important. Climate change and addressing inequality were the areas of most concern.
- There was a clear sense from responses that the current approach to transport was not delivering sufficient improvements, or that things were getting worse. 92% of respondents were fairly concerned or very concerned by climate change and 83% agreed that a key policy aim should be to tackle inequalities in transport access.
- There was a view that the West Midlands could not build its way out of the problems and should adopt an approach which places greater emphasis on using existing transport infrastructure better.
- Two thirds of respondents felt that levels of traffic on local roads were now a problem.
- The majority of people acknowledged that increasing levels of active travel were important, but that a lack of safe infrastructure and busy roads were a barrier to more people choosing to walk and cycle.
- The shift to electric vehicles was supported, but there was concern that the challenges of congestion would not be resolved.
- Whilst the car is still going to be important for many people's travel choices, a majority of people agreed that car use needed to be reduced. Many were open to new ways of accessing cars instead of private car ownership.
- When subsequently polled, 68% of a sample of respondents to the original consultation strongly agreed or agreed with the need for the use of 'sticks' to achieve significant change in travel behaviour. However, less people believed that either national or local government would use them within the next 5 years.

4 National Policy

4.1 The last 18 months have also seen a number of policy statements from Government which have placed an emphasis on transport's role in responding to the need to rapidly decarbonise; delivering HMG's levelling up agenda; and supporting the post pandemic recovery of the UK. This has included an ambition to see half of all journeys in cities and towns walked or cycled by 2030. The Government has made it clear that local authorities will be expected to take the lead on bold decisions to influence how people travel; and to take local action to make the best use of space. These changes are in order to enable active travel and transform local public transport, including though considering appropriate parking or congestion management policies to promote and support the desired behaviour change.

4.2 Government has said it will drive decarbonisation and transport improvements at a local level by making quantifiable carbon reductions a fundamental part of local transport planning and funding. This has influenced the approach to the City Regional Sustainable Transport Settlement programme. Further LTP guidance is expected to be published by Department for Transport in early 2022; and future funding decisions are likely to be directly informed by the level of reductions which are evidenced.

5 Developing the new West Midlands LTP

5.1 Following engagement on the Green Paper, a discussion with local authority Leaders took place on how the West Midlands should develop its new LTP. There was consensus that investment in transport remains critical to support the region's growth outcomes, enable modal shift, and improve accessibility – especially in traditionally under-served and deprived areas of the region. The pandemic has exacerbated some of our longstanding economic challenges around inequality, poverty, and poor health. The new LTP will help continue to make a strong case for transport investment, such as the City Regional Sustainable Transport Settlement, that will play a critical role in opening-up opportunities for communities across the region. There will be a focus on allowing the region to quickly regain growth momentum and avoid long-term post-pandemic economic scarring, whilst helping us to make good progress towards developing a carbon neutral transport system.

5.2 However, despite the positive progress being made, the need for more fundamental change was acknowledged and accepted. Our current approach is largely focussed on improving alternatives and informing travellers so they understand the benefits of using those alternatives. Whilst continuing to invest in the alternatives to the car is going to continue to be important, this alone won't be sufficient to generate the kinds of behaviour change needed to meet our aims.

5.3 We know from reviewing the impact of the current approach and modelling different scenarios that with the policies and programmes we have in place now we won't deliver the scale and pace of change that we need – even if we had significantly higher levels of funding to improve the public transport network or build more cycle infrastructure. Based on current actions we would not meet our WM2041 target for carbon reduction (or even the UK 2050 climate change emissions targets), and we would continue to make marginal progress against the other issues raised in our Motives for Change. Ultimately, without a change in direction, transport risks becoming a handbrake on the greener, fairer inclusive growth the region wants to deliver.

5.4 In discussion Leaders identified that being risk averse (carrying on with the same policy approach) would in itself be a risky strategy that fails to deliver the kind of transport system needed to meet the aims the region has agreed to try and achieve. The importance of demand management to achieving behaviour change was understood and it was acknowledged that Government policy is channelling local government towards such measures.

5.5 However, across the public and stakeholders there remains a significant lack of consensus around the best way to engender the behaviour change required. There are also significant concerns about the impacts of change at such an unprecedented scale and pace. To further complicate the matter, as a result of COVID-19 impacts, there has also never been so much uncertainty about how travel behaviours will change further into the medium to long term.

- 5.6 A challenge for the new LTP will be honesty about the need to manage demand to help deliver the scale of behaviour change required and about the consequences of not taking appropriate action. The plan is being developed to account for this challenging position. It is being honest about the need for a demand management approach to help the transport system deliver against the region's wider objectives and vision. However, it is positioning the choice to manage demand as something that needs to be worked through with local people, communities and stakeholders with an understanding of the issues that will need to be managed if we carry-on as is. Engagement with the public and stakeholders will need to be on-going and more extensive than ever before. It will be important for the LTP to be understandable and relatable for the public and using TfWM's traveller segmentation tools we have started to articulate the vision through images of the places people experience and how transport underpins their day-to-day activities.
- 5.7 This approach will also enable the West Midlands to be realistic and clear over what is and is not within the gift of local leadership – understanding that appropriate local action on local streets can help give us a quieter and healthier urban environment, but that more transformational behaviour change (for example to significantly reduced carbon emissions) requires broader consensus across the country and national leadership (and sharing of the burden). Ultimately one regional area will struggle to be radically transformational without risking unintended and disadvantageous consequences for its economy. Conversely, change adopted at a similar pace and more uniformly across the country means concerns over economic displacement effects can be managed and companies operating across these geographies can plan and deliver national operating protocols with more confidence. This latter point is particularly relevant to the freight, logistics and automotive industries which the West Midlands is a national leader in.
- 5.8 Given the above context the approach to developing and implementing change will need to be different. To respond to this, the new LTP will have a dynamic and flexible approach to transport policy and delivery. A dynamic plan, which is regularly reviewed, will enable an on-going discussion with members and the public on how and where progress can be made on more or less difficult pathways. The draft Core Strategy sets out a policy tool kit framed within 6 Big Moves, from which WMCA, TfWM and local authorities will need to develop their area strategies and delivery plans. The Big Moves are all intended to improve the transport system to encourage a change in travel behaviours and deliver against our motives for change. The need to consider accessibility more holistically, i.e. not just through mobility but also through better spatial planning and digital connectivity ('the triple access system') is also reflected. This is illustrated in the figure below showing connection from the 'big moves' the motives for change.

Through Action against the 6 big moves...	...changes citizens' experience of transport options...	...which changes their behaviour...	...which divorces accessibility from the impacts of transport...	... and delivers our motives for change
<ul style="list-style-type: none"> • Behaviour change for the better • Growth that helps everyone • Safer streets to be more active • Public transport that connects people and places • A resilient and safe transport network • Delivering a green revolution 	<ul style="list-style-type: none"> • Reliable • Efficient • Flexible and convenient • Personalised • Well-connected • Comfortable • Accessible and easy to use • Affordable • Safe and secure • Cleaner and greener • Healthy • Modern 	<p>Avoid</p> <ul style="list-style-type: none"> • Reduce travel <p>Shift</p> <ul style="list-style-type: none"> • Change destination or route • Change mode <p>Improve</p> <ul style="list-style-type: none"> • Choice to drive more efficiently • Choice to use more energy efficient vehicles 	<ul style="list-style-type: none"> • Traffic reduction • Electrified transport • Improved accessibility 	<ul style="list-style-type: none"> • Sustaining economic success • Creating a fairer society • Supporting local communities and places • Becoming more active • Tackling the climate emergency

5.9 The big moves policies will be detailed in a series of additional LTP documents to be developed and consulted on during 2022. Subject to WMCA Board approval, engagement on the draft Core Strategy will start in early February and run for a minimum of 8 weeks. Subject to feedback and updates to the LTP it is intended that a final Core Strategy and draft Area and Themes strategies will be presented to WMCA Board in summer 2022.

6. Financial Implications

6.1 There are no direct financial commitments as a result of approving the approach and Core Strategy for the LTP. As a statutory duty, the development of the LTP is funded by transport levy and expenditure is within with the approved financial budget for 2021/22 and draft 2022/23 budget.

6.2 As the LTP is developed, the financial implications will be considered within the context of the current medium term financial plan (MTFP) to assess whether proposed activity is within the agreed MTFP funding envelope.

6.3 It is noted that some areas of the LTP may be supported by both existing and new grant funding streams. The LTP will align to the core priorities of WMCA ensuring that all future funding bids are optimised to meet the Corporate Aims and Objectives signed off by WMCA Board in November 2021.

7. Legal Implications

- 7.1 In exercising its duties under the Transport Act 2000, amended by the Transport Act 2008 WMCA must have regard to national policy in line with the statutory guidance issued by Department for Transport on LTPs as well as a number of other key pieces of legislation which have been passed subsequently including Equalities Act 2010 and the National Planning Policy Framework. To ensure that WMCA meet the various legislative requirements associated with developing a new Local Transport Plan TfWM have commissioned an Integrated Sustainability Appraisal (ISA) which incorporates;
- Strategic Environmental Assessment (SEA) in accordance with the Environmental Assessment of Plans and Programmes Regulations 2004 (SI 2004/ 1633, “2004 Regulations” as amended)
 - Habitats Regulation Assessment (HRA) (required under Regulation 105 of the Conservation (Natural Habitats, &c.) Regulations 2017 (SI No. 2017/1012, as amended by The Conservation of Habitats and Species (Amendment) (EU Exit) Regulations 2019 (SI 2019/579)).
 - Equality Impact Assessment (EqIA), as required by section 149 of the Equality Act 2010, as amended.
 - Community Safety Assessment (CSA) as required by the Crime and Disorder Act 1998 and the Police and Justice Act 2006, as amended.
 - Health Impact Assessment – while there is no statutory requirement, it is considered good practice and in keeping with promoting healthy and safe communities as per the National Planning Policy Framework.
- 7.2 The ISA is aimed at ensuring the early integration of sustainability considerations into the development of LTP. As such it will be an ongoing iterative assessment process informing the LTP as it develops, to ensure that potential significant effects arising from LTP are identified, assessed, mitigation and communicated to plan-makers. The draft initial ISA will also be published for consultation alongside the LTP Core Strategy document.
- 7.3 A core objective of the LTP is to address the issue of transport decarbonisation. LTPs must have regard to national policy objectives and although there are currently no legally binding requirements on combined or local authorities the adoption of net zero carbon emissions by 2050 as a legally binding target under the Climate Change Act 2008 is government policy to which the Plan must have regard. There is also a statutory duty on the Authority to have regard to government guidance issued with respect to mitigation of or adaptation to climate change.
- 7.4 It will be critical to demonstrate that in preparing the LTP WMCA is considering the issue of climate change and decarbonisation and taking reasonable measures to address this. Full and early public consultation on the plan and ongoing engagement will enhance the Plan and will also make legal challenge at a later date less likely.
- 7.5 The government has also recently enacted the Environment Act 2021 under which it intends to set legally binding national targets for particulate matter and the LTP will need to address air quality issues in relation transport related particulates

8. Equalities Implications

- 8.1 Transport is an essential part of our lives and plays a critical role in creating a fairer society. The aims of the LTP motives for change have been informed by the needs of people in the West Midlands and the role of the transport system in helping to meet those needs. An Equality Impact Assessment (EqIA), as required by section 149 of the Equality Act 2010 as amended, is being undertaken as part of the ISA to challenge and support the development of the LTP.
- 8.2 The statutory engagement required on the draft LTP Core Strategy will require an inclusive approach and TfWM will seek to reach a broad range of people and groups.

9. Inclusive Growth Implications

- 9.1 Equity is at the heart of our motives for change and has been informed by the WMCA Inclusive Growth Framework. The LTP is of most positive relevance to the Connected Communities fundamental of this framework, but pertains to several others:
- Climate resilience: achieving the objectives laid out in WM2041 is also at the heart of the motives for change, and is embedded across the six 'big moves' that frame the next 20 years of activity.
 - Affordable and safe places: the LTP connects safety and perceived safety to uptake of active travel and mass transit options.
 - Health and wellbeing: this is at the heart of the vision for the LTP, which connects the way places are shaped to positive health outcomes – notably, how easy and safe they are to walk, ride and cycle through. Achieving this will realise other health benefits, including those associated with clean air.
 - Equality: the inequalities experienced by people in the West Midlands have been reflected in the motives for change.
 - Inclusive economy: affordable mobility is key to an inclusive economy, and this too is at the heart of the LTP vision.
- 9.2 Through the development of policy and strategy against the objectives set in the LTP the harmful impacts of transport and places can be reduced, people who have no or limited access to a car today will be better able to participate in society and our economy, and a better legacy will be secured for future generations. It will be important to ensure that these objectives hold firm, as there are many competing drivers for mobility investment that often supersede inclusive growth considerations.
- 9.3 There are better ways of being more mobile and having better access without the harmful effects we experience today. It is possible to shift to a system that can work for everyone and everywhere.

10. Geographical Area of Report's Implications

- 10.1 The WMCA exercises transport powers overwhelmingly in respect of the area covered by its constituent authority members, however, there is significant interaction with the wider area. The health and performance of the transport system in the metropolitan area has a profound impact on the wider area and vice-versa. Deep engagement with surrounding Local Transport Authorities and with Midlands Connect will be essential. Additionally, opportunities to align policies and timescales with surrounding Local Transport Authorities will be explored, especially noting that transport does not stop or start at administrative boundaries.

11. Other Implications

N/A

12. Schedule of Background Papers

WM2041 Five Year Plan, WMCA, 2021

Reimaging Transport in the West Midlands: A Conversation About Change. LTP Green Paper, TfWM, 2021

The Transport Decarbonisation Plan, DfT, 2021

Gear Change, DfT, 2020

National Bus Strategy, DfT, 2021

City Regional Sustainable Transport Settlement, WMCA Board Report, 17th September 2021

13. Appendices

Appendix 1 - LTP Draft Core Strategy

Appendix 2 - LTP Green Paper Engagement Summary

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Reimagining transport in the West Midlands: Local Transport Plan Draft Core Strategy



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Throughout this document, particular statements have been highlighted in boxes like this one. These statements constitute the primary policies of this Local Transport Plan Core Strategy.

Please visit <https://www.tfwm.org.uk/who-we-are/our-strategy/LTP-2022> for further information about this draft LTP core strategy, including how to provide feedback on it and engage.

Also, please visit <https://www.mytfwmcommunity.co.uk/> if you want to register to be a part of our Market Research Online Community and have your say in a range of conversations about transport.

Foreword

As well as being at the heart of the UK's transport network, the West Midlands is at another kind of crossroads; one at which there is an opportunity to build back better from the COVID-19 pandemic, to ensure we can carry forward the reputation for economic success the region has built in the new millennium while improving the impacts of transport on our towns, cities and local communities.

This document is the proposed Core Strategy for the fifth Local Transport Plan (LTP5) for the West Midlands. It sets out the overall aims, vision and approach to guide the development and delivery of transport policies until the end of 2041. The plan seeks to address the challenges and opportunities currently facing our transport system. The decisions we make now about how we plan, invest in and manage our transport system will affect us all, as well as deciding what legacy we leave for future generations.

Over the past few years, the West Midlands has seen substantial improvements to its transport network. The West Midlands Metro has been extended through Birmingham city centre and a new line is under construction in the Black Country, connecting Wednesbury with Brierley Hill. We are improving our railways, with improved and new stations planned at Perry Barr, Darlaston, Willenhall, Aldridge and the revival of the old Camp Hill line. Fleets of electric buses are taking to the streets in increasing numbers. And our active travel revolution is well underway, with new cycling and walking routes springing up across the region.

After decades of underinvestment, our region is

beginning to turn things around. But significant challenges remain in tackling the defining issues of our time, such as climate change, air quality, our health, and now our economic recovery from the pandemic. The climate emergency presents a particularly unique challenge in that there is a definitive pace of progress that needs to be made, otherwise we will lose the ability to prevent escalating harm.

To enable economic recovery means improving people's access to opportunities. If we carry on our current path, trends suggest that we are heading towards a car-led recovery. That won't help the over 25% of our households without access to a car, or the many others for whom car ownership is a huge part of household spend that they can ill afford. We also know the negative implications this has on health, safety, air quality and climate change. We therefore need a collective effort to tackle these issues and encourage people to change the way they travel.

Managing demand will be critical to enabling behaviour change, and will provide the means to improve alternative modes of travel. We want to create a transport system where these alternative modes become the automatic first choice for residents. Cars will be needed and will be a critical part of our transport system for many years. However, they don't have to be the daily default choice that they are for many today. When needed they could more often and more easily be shared or drawn from a car club to get a safer zero emissions vehicle. This can save people money and help save the planet.

Whilst national policy measures do not currently address demand management, there are measures that are within our hands that we can implement at the local level now. Whilst some of these measures are considered more challenging and difficult to implement, we need to recognise the wider benefits that they can bring to local businesses, communities and residents.

We recognise that the plan will need to evolve and adapt over its lifetime, to account for changes to national policy and if it is going to meet the required outcomes. This Plan therefore proposes a new dynamic approach to transport planning in the West Midlands, and one that is in the hands of our communities. The Plan is focussed on 6 Big Moves which have been framed to target the benefits we want from a better transport system.

We will build on our City Regional Sustainable Transport Settlement (CRSTS) programme and have ensured that our 6 Big Moves and objectives align with this. The major infrastructure development within the first five years of this plan will be predominately be delivered through the CRSTS programme.

In developing proposals, we will be putting policies, measures and interventions to the people, to allow them to shape what they want the future to look like on their street.

So please engage and let us know what you think, so that together we can build a transport network that will serve our region for decades to come.



Andy Street

Mayor of the West Midlands



Councillor Ian Ward

Portfolio Lead for Transport
Leader of Birmingham City Council

Introduction

Our role

The West Midlands Combined Authority (WMCA) is a special type of local authority. Its statutory administrative functions apply to the seven metropolitan boroughs of the West Midlands. One of WMCA's key statutory roles is being the Local Transport Authority and through Transport for West Midlands (TfWM) it must produce a Local Transport Plan (LTP) for the area.

The LTP must set out policies to promote safe, integrated, efficient and economic transport to, from and within the area as well as plans to implement those policies.

WMCA and the seven city and metropolitan borough authorities (councils) are legally required to deliver this plan through the use of all their powers and functions.



Transport is critical for a prosperous society. People need to travel, and goods need to be delivered. However, there are balances to be struck in how much the transport system can accommodate the diverse and competing needs of individuals and businesses.

The recent COVID-19 pandemic has hit the region hard. We need a transport system which will help get our region back on track and unleash its potential by improving access to opportunity for everyone. Transport systems can help economic growth by improving connections to workplaces and unlocking sites for development. It can also create more attractive places in which to do business and give more people access to the skills, education and training they need. The West Midlands economy supports a wide range of businesses from traditional manufacturers to hi-tech innovators and they all rely on transport.

The economic impact of the pandemic has been more severe in the West Midlands than elsewhere in the UK. That's because much of the local economy relies on exports which went into decline as a result of the Covid-19 crisis. But our economy is resilient and has many strengths within certain sectors, including automotive, manufacturing, leisure and hospitality. These sectors will enable a strong and fast recovery to happen and it's crucial that the transport system supports all sectors to recover.

But while making it easier to travel can help people access what they need to thrive and support economic growth, it can result in issues, such as emissions that pollute the air we breathe and cause climate change. The recent COP26 summit made it clear that we must urgently scale up action to respond to the threat of climate change to have a chance of limiting global warming. Transport is both a big part of the problem, but also a part of the solution. This plan highlights the need for urgent action to change things for the better.

There are also equality issues because transport might benefit some people whilst marginalising others. When planning transport, balances of the positive and negative impacts on people, communities and places need to be considered.

Our Green Paper 'Reimagining Transport in the West Midlands' started a conversation with people, business and key stakeholders on the challenges and opportunities facing the region, helping us to pin down what a better future transport system looks like and what we need to do to get there.

This document is the proposed Core Strategy for the fifth Local Transport Plan (LTP5) for the West Midlands. It sets out the overall aims, vision and approach to guide the development and delivery of transport policies until the end of 2041.

Our Aims

Motives for Change

WMCA's goal is to deliver a deliberate and socially purposeful kind of economic growth – measured not only by how fast or aggressive it is; but also by how well it is shared across the whole population and place, and the capacity of our environment to sustain it. This is Inclusive Growth.

Delivering Inclusive Growth will mean that we are meeting our social needs, economic ambitions and our responsibilities to the environment in a balanced way.

It also means that all citizens can shape, contribute and benefit from the advancement of the region.

Our objectives for LTP5 (see right) are framed around 5 Motives for Change. These are 5 areas where changing transport could help us better support Inclusive Growth by improving the impacts of transport on people, and the places and environment on which they depend.



Motive for Change	Current issues	Objectives
Sustaining economic success	The West Midlands has experienced strong economic growth and investment in recent years; we want to leverage transport to sustain this success and to ensure everyone can benefit and participate.	<p>Inclusive economy - We will inclusively grow our economy by making it easier to travel in a way that reduces the economic costs of transport's negative impacts and maintaining the network, improves the reliability of the network, improves the health of the workforce, and levels up access to opportunities for those who are less mobile to enable greater participation in the economy.</p> <p>Mobility market transformation - We will support industrial transformation of the mobility sector to position the West Midlands as a global leader in future transport by creating a local transport market that enables innovation, development and deployment of transport products and services that best support Inclusive Growth.</p>
Creating a fairer society	The way our urban environment has been retrofitted and developed to suit lifestyles that revolve around the car has resulted in significant disparities in access. Those without access to a car have fundamentally less access than those who can access a car. There are particular groups who are much less likely to have access to a car, including younger people, women, those who are on lower incomes and those from ethnic minority backgrounds.	<p>Fair access - We will improve social mobility by improving equity of access to opportunity by ensuring everyone, regardless of personal circumstance, has safe, usable and affordable travel choices that enable them to prosper.</p> <p>Fair impacts - We will reduce the negative external effects of transport on people's health and wellbeing by improving road safety, reducing air pollution, and reducing noise.</p>
Supporting local communities and places	As traffic and car ownership have increased, motor vehicles have become increasingly dominant in our streets with the majority of space being made available on them. This has harmed the quality of places and limited opportunities to use streets for wider functions that can enrich people's lives.	<p>Local access - We will strengthen local communities and economies by improving local sustainable travel connectivity and removing severance within and between neighbourhoods by sustainable means to provide better access to local opportunities</p> <p>Streets for communities - We will strengthen communities by reducing the dominance of motor vehicles in local neighbourhoods to enable repurposing of streets.</p>
Becoming more active	We can make our region more safe and convenient for walking and cycling to help people make more local trips and change how they're making short trips. This is an opportunity to sustain healthier habits and support local economies. It will require changing the street environment to one where people feel safe with direct and convenient routes for travel without a car.	Physically active - Enable safe, convenient and accessible walking and cycling opportunities, to increase active travel for whole journeys or as part of journeys. This will improve the health, wellbeing and productivity of people today as well as leaving a healthy legacy for future generations
Tackling the climate emergency	WMCA has adopted an ambition for the region to be net-zero by 2041. Transport accounts for a large proportion of greenhouse gas emission across the region and reducing them is imperative. A lot of work is needed to change the way we travel and push towards greater electrification of our transport sector. Given the time that this will take, early momentum and action will be key to helping WMCA reach its net-zero target.	Transport Decarbonisation - We will protect the future of our own community as well as communities around the world from the effects of climate change by rapidly reducing transport carbon emissions at a rate consistent with WM2041.

Reimagining Transport

Our economic and social success depends on what people and organisations can access. Physical mobility is only one factor that affects this; it is also affected by where we need to travel to and from, and whether we can remotely access opportunity using telecoms (such as the internet).

During the pandemic, our physical mobility was constrained in order to protect public health; for example we were told to stay at home where possible and not to travel across borders. We saw that people adapted by accessing what they needed more locally and by using technology to work from home, speak to their doctor, and order supplies to their home.

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Building back better from the pandemic means we need to reduce the harmful impacts of transport on people, places and the environment, while ensuring we improve access equitably.

In determining how our LTP measures affect accessibility, we will seek to understand this by considering how accessibility is affected by the transport system, the way land is used and telecommunications.

Even though access is affected by more than just transport, physical mobility is a key component of it. There are many ways of being mobile using today's technologies that will help us address our Motives for Change and wider aims.

Aside from travelling less and increasing the segregation between people and traffic, there are two universal ways to reduce the impacts of vehicles and traffic:

- Use vehicles with higher occupancy; and/or
- Use more energy efficient vehicles (by reducing power, weight, and/or speed).

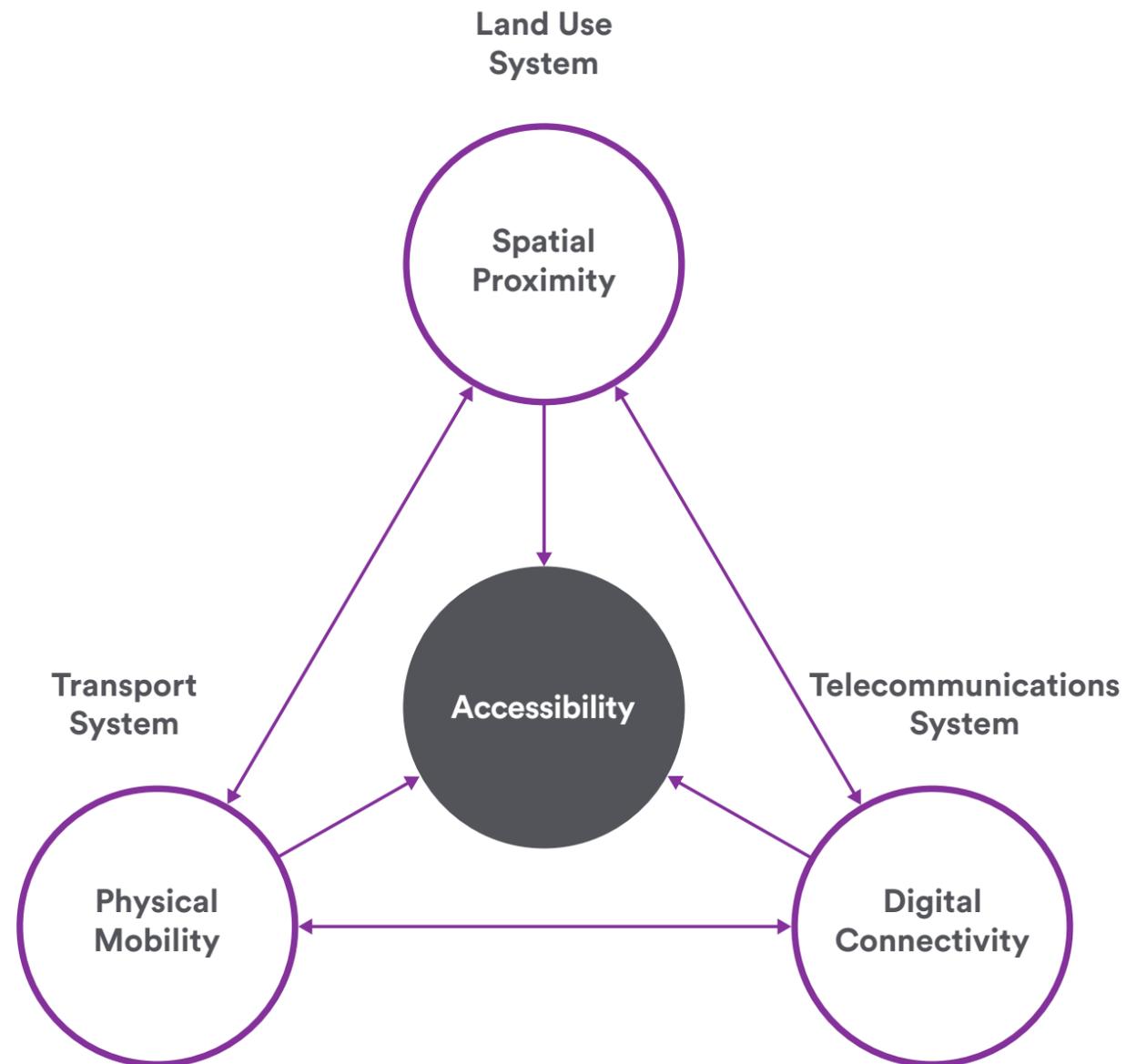
This provides us with a basic framework for our LTP of mobility options that can help us enhance our physical mobility to provide better access to opportunities whilst reducing the negative impacts of travel.

There are three primary changes to the transport system that will help us understand whether we have struck the right balance between providing access and managing the impacts of transport that is needed to address our Motives for Change.

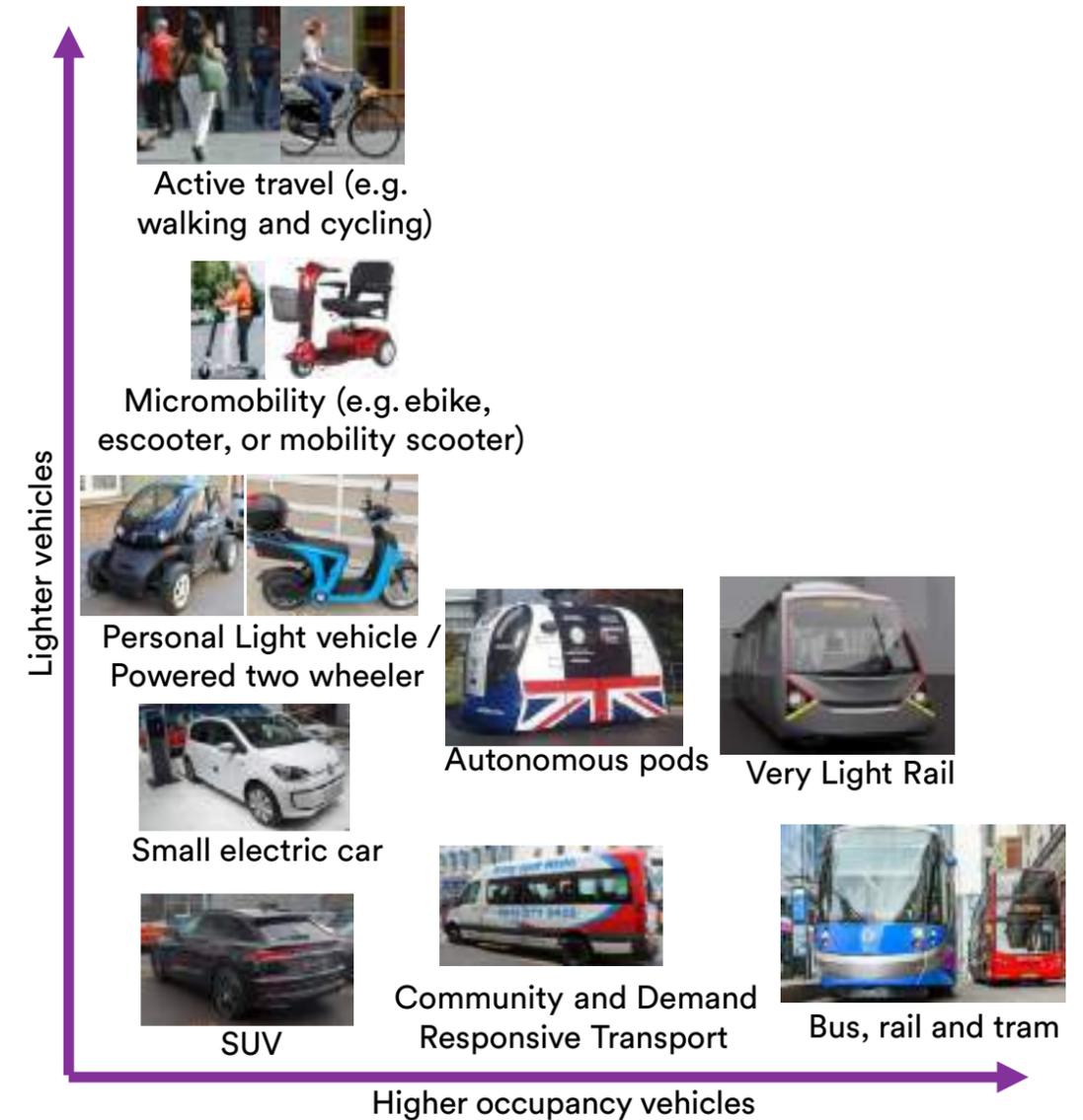


We have lots of options for accessing what we need

The “Triple Access System” describes how accessibility depends on transport, land use, and telecoms.



There are lots of options available to us for changing our means of travel without fundamentally compromising access. They are all based on using higher occupancy vehicles and/or vehicles that consume less energy.



Behaviour Change

The behaviour changes that are needed to make progress against our Motives for Change are described by the “avoid, shift, improve” framework. Our actions will be designed to result in behaviour change across this framework.

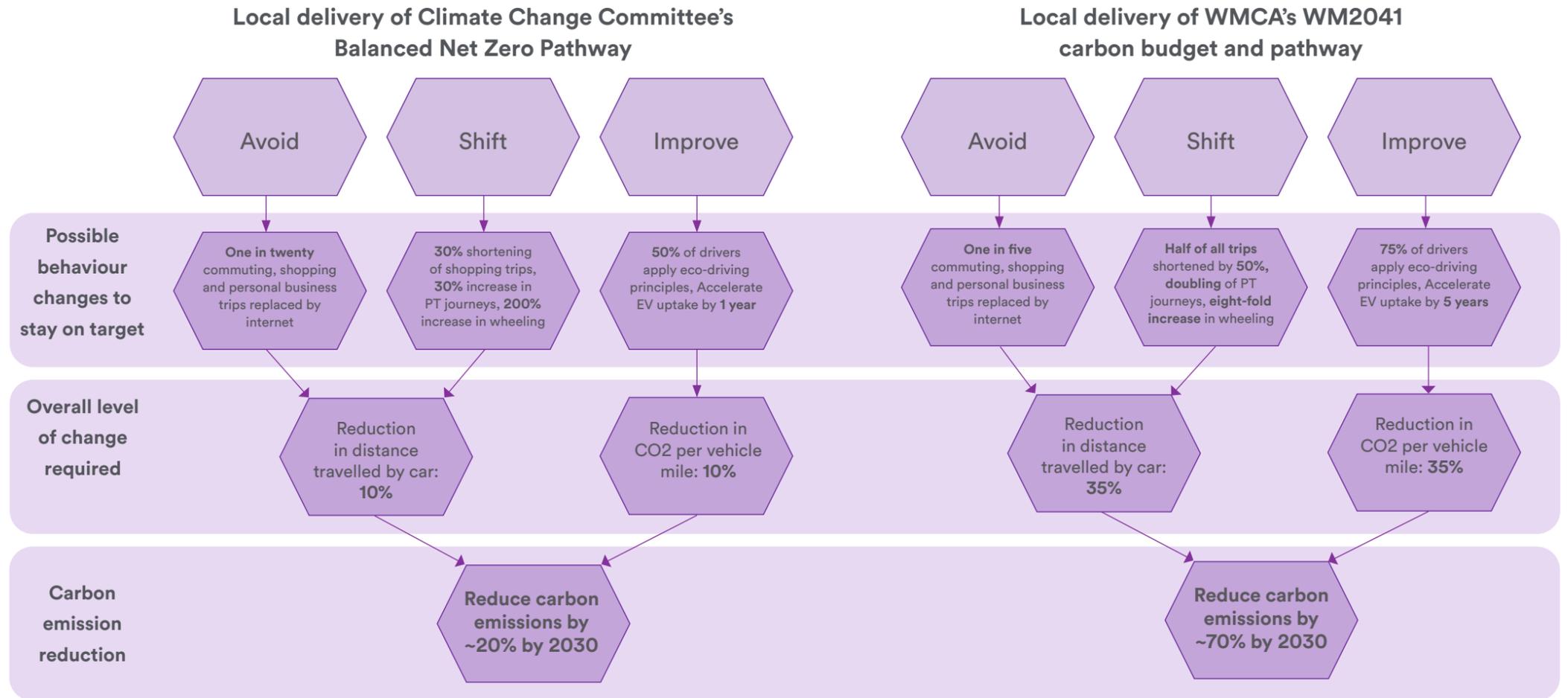


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The need for behavioural change towards sustainable travel is not new, most people understand that our overreliance on cars has caused us issues and resolving these issues would mean using cars less. However, like eating right and exercising, this can be easier said than done in the region as it stands today.

The climate emergency is a unique motive for us that makes the need for change more urgent; unlike our other motives, the global climate emergency is an issue which requires a definitive pace of progress, otherwise we will lose the ability to prevent escalating harm.

We have translated the need for urgency into the scale of change of behaviours that will need to be delivered in the next 10 years both to meet Government’s commitments and WM2041 (see below). We will assess our progress against this scale of change as we deliver the LTP.



These required shifts for passenger travel are relative to travel demand and fleet composition predictions for 2030 and they are additional to key national policy proposals to stop the sale of petrol and diesel cars and vans by 2035.

Before the pandemic distances travelled by cars were projected to increase by 15% between 2019 and 2031. The future is less certain now, however, demand to travel by car has recovered more than other modes. As our population grows and as the economy recovers it is expected that distances travelled by cars will continue to grow unless action is taken to change this.

Delivering a reduction in these distances will need us to disrupt long standing trends where economic growth and population growth has tended to go hand in hand with more car use. Even though these trends exist, there’s no fundamental reason why our region’s economy can’t grow without an increase in car travel; and it would be needed to deliver Inclusive Growth. We would have to do things differently to change course and this is part of building back better. However, national policy to manage demand using national not only local policy levers would be essential to this.

Citizen Focussed Mobility

It is important that this LTP delivers for the people of the West Midlands. From recent studies we have a good understanding on what factors influence the way people travel.

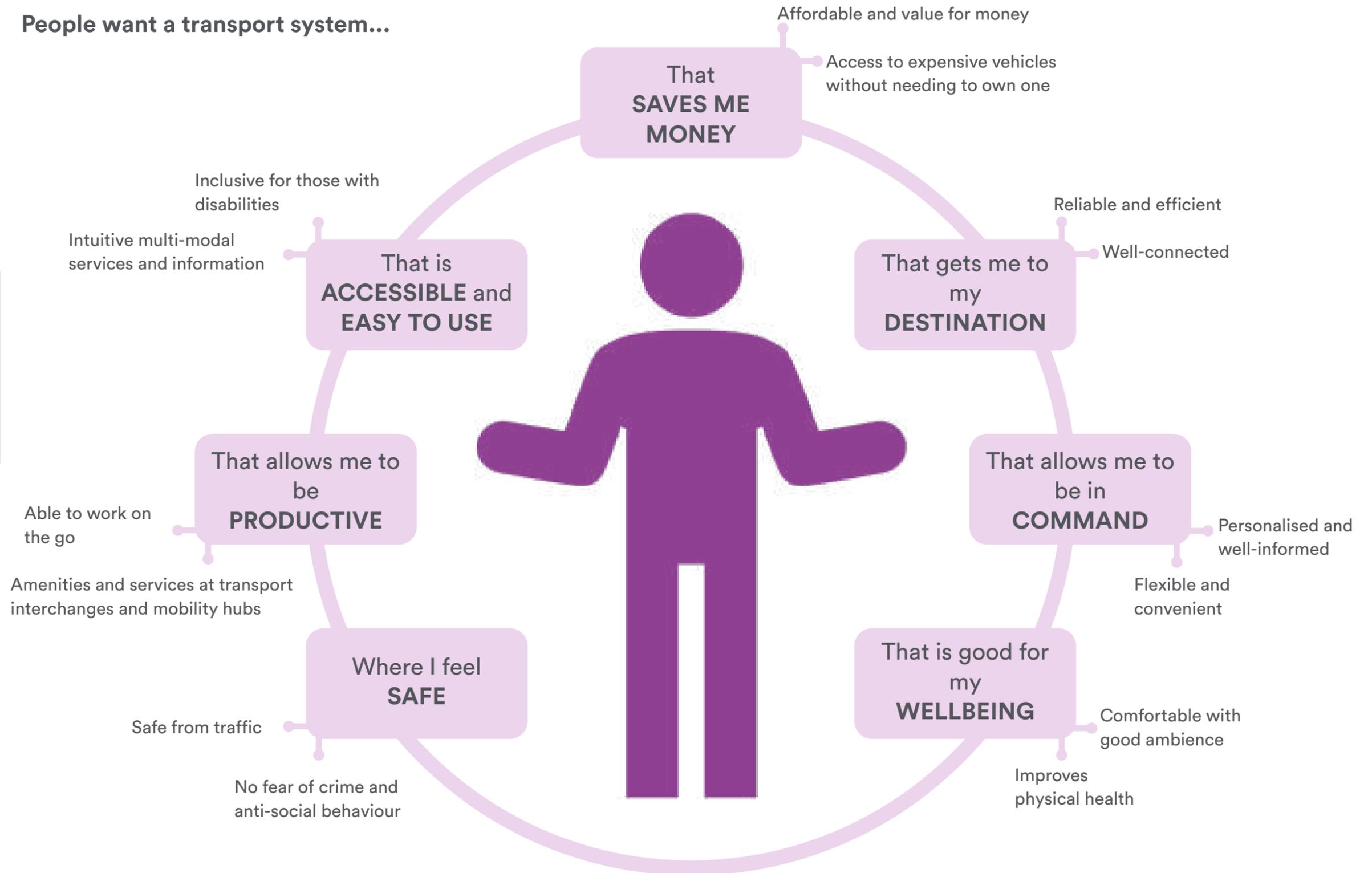
We acknowledge that these factors are important to travellers and will be accounted for throughout the development and delivery of the LTP and its implementation proposals.

Achieving a good customer experience will be integral to the success of the proposed measures we wish to introduce as part of this LTP. This will help to influence consumer choice and make sustainable transport choices an obvious and viable option for travel.

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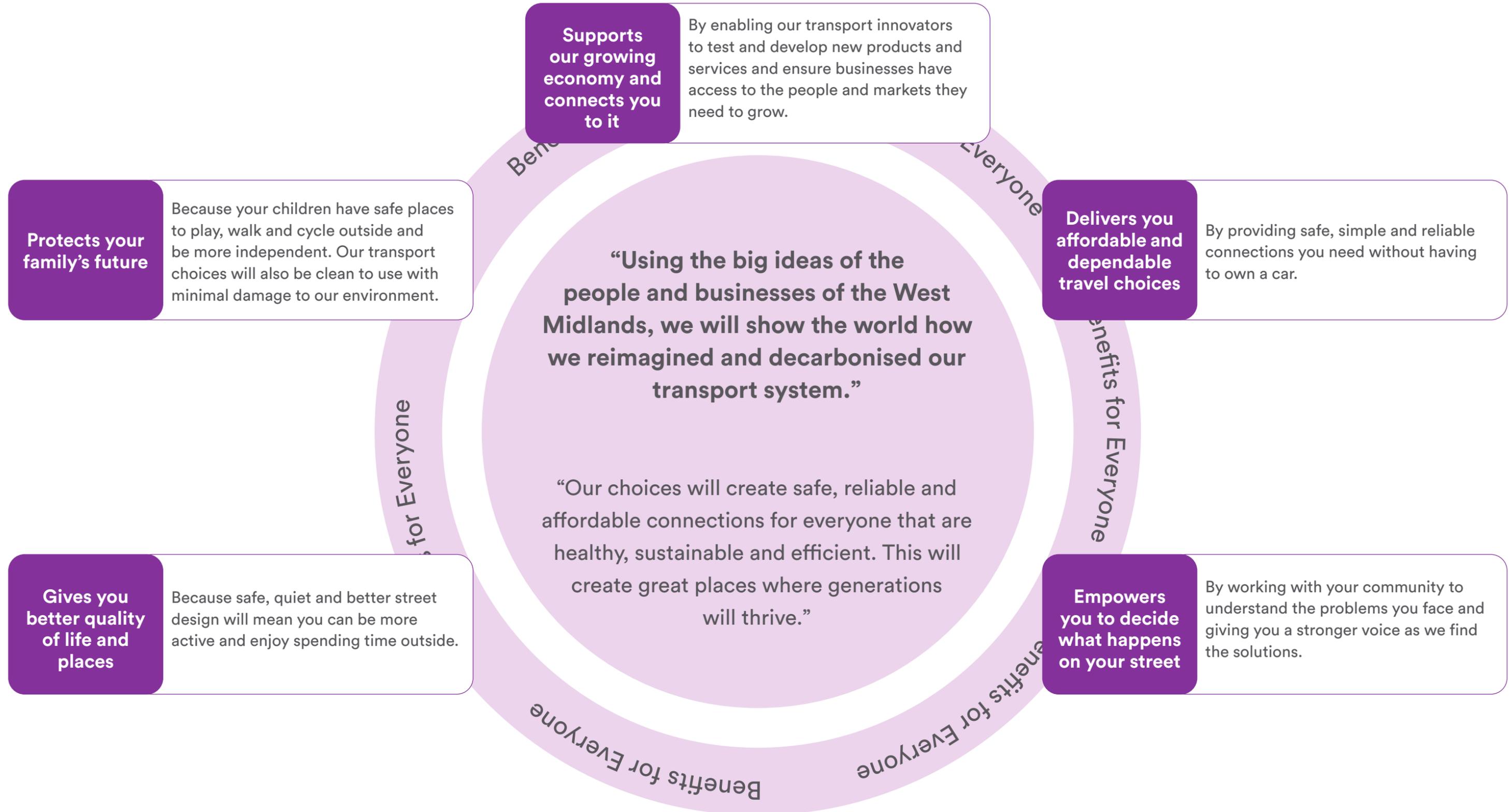
Achieving improvements for the benefit of the people of the West Midlands is therefore at the heart of this plan. We are clear that compromise and pragmatism may be needed to maximise our ability to achieve consensus and bring the population of the West Midlands on a journey to ultimately achieve our shared objectives.

People want a transport system...



The Vision

What we want to achieve for the people of the West Midlands



The vision for travel

Within the lifespan of this plan it is not envisioned that people will stop using cars, but a key aim is to reduce distances and trips made by car, and the more we do this, the better we address our aims.

However popular the car is, there are significant barriers to gaining access to one, including the costs of ownership, maintenance, insurance and gaining a driving licence. Similar issues apply to motorcycles.

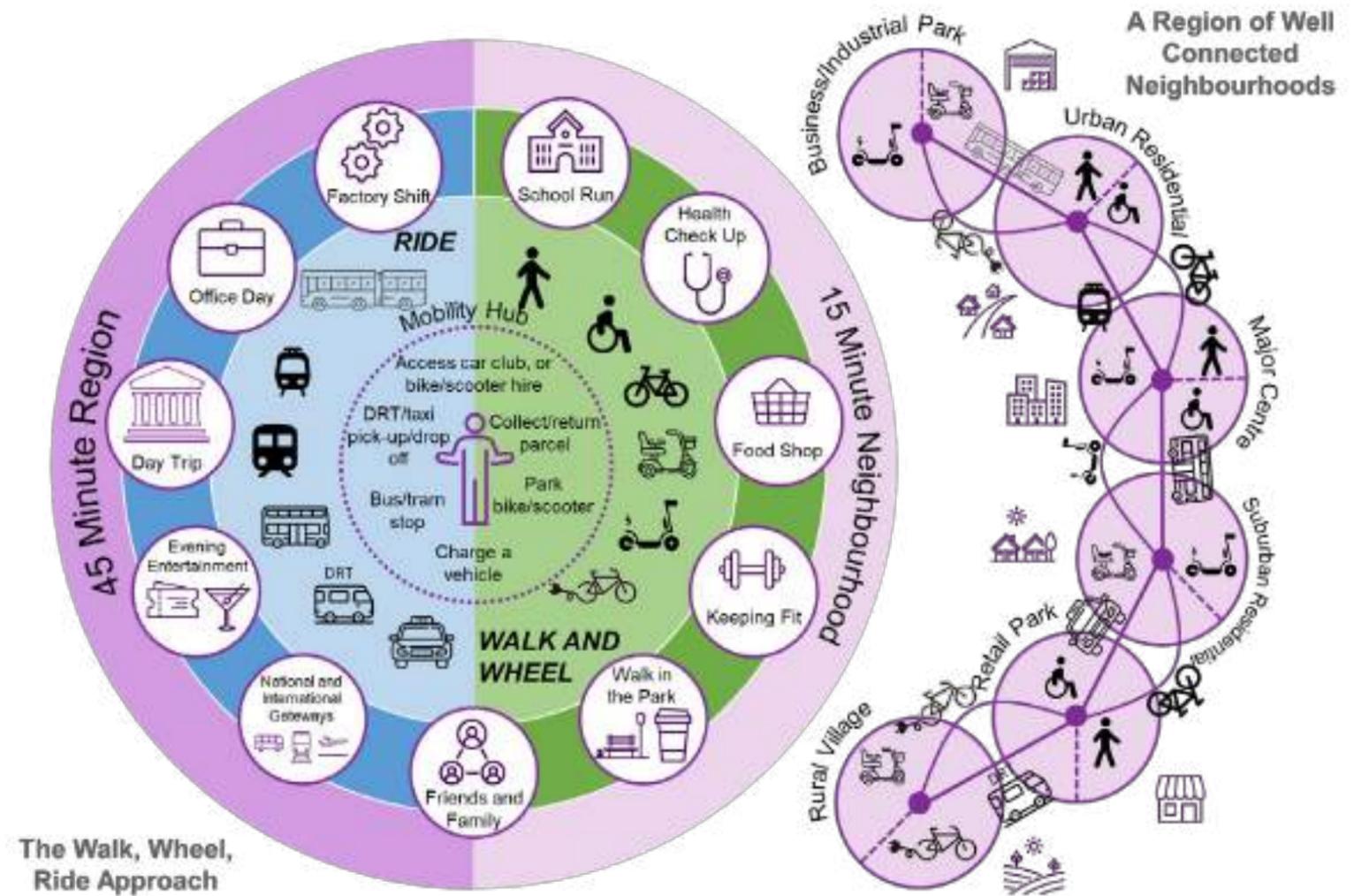
Whilst we expect private motor vehicles to play an important role in our future transport system, we still envision a system where everyone can thrive without a driving licence and the need to own an expensive vehicle – a system that better caters for the 1 in 4 households in the West Midlands who do not have access to a car.

We have conceptualised what this could look like with our vision for 15 minute neighbourhoods within a 45 minute region. The vision is based on a combination of walking, wheeling and riding - travel options that require neither an expensive private vehicle or a full driving licence.

It means that a good range of services in our neighbourhoods can be accessed by “walking or wheeling” in a round trip of no more than 15 minutes, and a good range of places across our region to undertake work, leisure and socialising can be accessed by “ride” modes within a 45 minute trip.

These modes will be supported by options to access cars and vans without owning a vehicle and underpinned by mobility hubs that bring transport services together to create transport interchanges with greater amenity.

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By creating well-designed walkable and wheelable neighbourhoods with appropriate mixes of land uses, connected through high quality public transport, we can create more healthy, liveable communities.

This vision is not meant to be prescriptive; we recognise that everyone travels for different reasons, to different places and using different modes, and places themselves are different meaning that what works in one neighbourhood might not work in another. But it does represent something to aim for where everyone will have decent options to access what they need.

Ride modes

- Sprint (bus rapid transit)
- Light rail, inc. very light rail and trams
- Local heavy rail services
- Conventional bus services
- Demand responsive bus services – mini-buses that can be hailed on-demand. (inc. Ring & Ride)
- Taxis and private hire vehicle (inc. ride hailing)

Walk and wheel modes

- Walking
- Using a wheelchair
- Conventional pedal cycle
- Mobility scooter
- Fully electric or electrically assisted light vehicles such as e-scooters and ebikes (noting that these are not currently generally permitted on public highways)

City and Town Centres

Carry-on as we are

Congested centres which support some improvement in active travel and micro-mobility

- Electric Vehicles now make up the majority of the fleet but cars still dominate the city centre
- Cycling has become more popular, though routes aren't segregated
- E-Scooters are popular but often come into conflict with pedestrians on the pavement
- Increased congestion through the city centre often means public transport services are delayed



Meet Anita..... she is 35 and lives in Bilston on the outskirts of Wolverhampton in a terraced house. Anita works part-time and is a single parent with two children. She works in the city centre at a shoe shop. Each day she has to drop off and pick up her children. She is often tired and frustrated as she is late picking up the children due to heavy traffic in the city centre.

Vibrant centres which support diversity of activities and people

- Deliveries by cargo bikes or small electric vehicles
- Public transport efficiently connects to the region
- Digital working spreads transport demand more evenly throughout the day
- Space for active travel prioritised
- Reduced traffic makes for quieter and safer environment



In 2030, Anita has a new job at a sales company on the other side of the city. Previously, Anita would not have considered working that far away, but the electric bus is now much quicker due to priority bus lanes and there is less traffic on the road. This has opened up a lot of new opportunities for Anita. Anita switches to another electric bus at a mobility hub in the city centre where she picks up a coffee, which she gets for free from a voucher from her annual subscription to the TfWM MaaS app.

Change course



Local High Street

Carry-on as we are

Designed to accommodate the private car

- Street design remains unchanged with on-street parking and traffic running through the centre
- On-street electric charging points have increased, however this has made pavements more cluttered
- Cycling and micro-mobility has increased but this often comes into conflict with pedestrians on the pavement and traffic in the carriageway as there are no segregated routes



Meet... Silvia, she is 60 and lives in Dudley town centre in a flat. This morning she is frustrated as she has been waiting over 20 minutes for the bus, which means she is going to be late for her hospital. It begins to rain, so Silvia decides to hail a taxi as there is no shelter at the bus stop. Whilst waiting for the taxi, a teenager on an e-scooter nearly hits her as he is busy looking at his phone. Silvia chats to the taxi driver about how bad the traffic is getting in to the town centre and she eventually makes it to her hospital appointment 45 minutes late.

Designed for local activities

- Street design prioritises accessibility regardless of age or ability, green space, walking and public seating
- Local shops and services, and co-working spaces reduce the need for longer journeys
- Street connectivity is supported by active and shared travel, including bike and scooter hire, car cubs and ride hailing all accessible via one app
- Cargo delivery bikes are now a common sight



In 2030, Silvia decides to take a leisurely walk on her way back from her local community group. She stops at one of the benches along the way to admire all the bees that are attracted to the new planting that's been put in alongside the new area of shared space. Whilst sitting down, Silvia reflects on how nice it is to see more families walking and cycling in the town centre compared to a few years ago. She also reflects on how safe she now feels with far more people about.

Change course

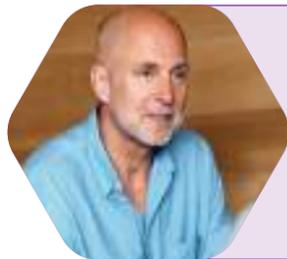


Rural Living

Carry-on as we are

High car ownership and limited public transport options

- Car ownership is very high with all houses having at least one car in the driveway, however most vehicles are now electric
- Cycling still feels unsafe as the country lanes are badly lit and cars still drive very fast
- Lots of people choose to work from home as you now need to pay for parking in the city centre but the bus service does not provide a viable alternative
- Demand response transit provides access to local areas as an alternative to the bus



Meet... Marcus, he is 65 and lives in Hampton in Arden, Solihull in a detached house. Marcus is retired. Marcus is a proud owner of his diesel 4 x 4. Marcus loves cars and drives pretty much everywhere. This morning he is reading the newspaper which includes an article on electric cars. Marcus is aware that he may need to start thinking about switching to an electric vehicle at some point, but currently doesn't have any incentive to.

Connected and convenient

- Sustainable travel brings convenience, health benefit and reconnects people to nature
- Travel intensity is reduced by access to services online or nearby
- Active travel, taxis, and bus routes provides cleaner and more agile local connections
- Rural mobility hubs host zero emission community car hire and park and ride to quickly reach destinations
- Information is readily available to sustainably support lifestyle choices



In 2030 the ULEZ has been introduced, so Marcus has swapped his diesel car for an electric vehicle, which he can charge on his private driveway. Marcus' grandchildren are coming over for the afternoon and as it is a sunny day, he decides to take them into town. Due to the distance into town, Marcus has invested in a few electric bikes which he keeps in the garage. There is now a segregated cycle route, so Marcus does not feel nervous cycling with the children.

Change course



Modern Suburban Neighbourhood

Carry-on as we are

Car dominated neighbourhood

- Suburbs have changed very little, new housing continues to be built with the car owner in mind
- Public transport options are limited
- On-street parking on residential roads continues to be a problem
- Roads are not considered safe for pedestrians and cyclists as roads are used as a rat run to avoid congestion on the main roads
- E-scooters are popular with younger people to travel to local centres



Meet... the Thompsons, they live on the outskirts of Solihull in a semi-detached. Due to increased traffic on the main roads around Solihull, more drivers have taken to using the Thompson's neighbourhood as a rat-run. Peter and Sarah are particularly concerned about the safety of their local roads and do not feel comfortable letting the children walk or cycle to school. As they live in a relatively rural area, public transport provision is poor. They also don't like the children to play out on the street after school due to high levels of on-street parking on pavements and green verges.

Safe for living and working and playing

- Attractiveness is enhanced with spaces designed for health, wellbeing and recreation
- Working and shopping from home frees up time for family, friends and accessing local centres
- Community car clubs and less travel remove the need for car ownership
- Cost savings can be invested locally



In 2030, the Thompson's now live in a low traffic neighbourhood. Peter and Sarah now feel confident letting the children play in the street. Peter now works from home 3 days a week, and today he needs to go and pick up a parcel which is delivered to the parcel storage unit at the local community centre. He walks there in 5 minutes and is then back at home to start his virtual conference call at 9am. At the weekend, they are planning a trip down to London. For the Thompson family, planning ahead is essential. Sarah uses the TfWM MaaS app to buy tickets for all the family to get them from home to South Kensington tube station (including the bus, HS2 mainline and tube).

Change course



Older Urban Neighbourhood

Carry-on as we are

Cluttered Streets

- Pavements are cluttered as parking on the kerb continues
- Increase in the uptake of electric vehicles but charging points make the pavements more cluttered
- Congestion through the neighbourhood continues and delivery vans often find it hard to park causing queuing
- There has been an increase in uptake of cycling and micro-mobility but there is often conflict with pedestrians on the pavement and traffic on the carriageway



Meet the Patels... they live in Aston in a semi-detached house. Pia and Raj work full-time with three children. The Patel parents, Pia and Raj are concerned about the safety of their son walking to school, so Pia takes him in the car. Pia struggles to find parking near the school so sometimes parks on the kerb while she takes him in. Recently, another Mum is frustrated as she has to walk in the road because she can't get her pushchair past all the parked cars on the pavement.

Social Streets

- Streets are designed for people to connect, including safe spaces for children to play
- Online shopping is delivered by cargo bike or electric van
- Bike lanes and public transport make it easy to travel further when necessary
- Car ownership reduces and shifts to electric vehicles, with positive impacts on mental, physical health, and frees up space for other activities



The Patel's have now got three children and their youngest is still at primary school. They got rid of their cars and have switched their remaining one to a small electric car. The family didn't bother investing in a larger car as when they need one to go and visit family, they use a car club. Pia walks her youngest to school and is happy to let her scoot ahead as their street now falls within Aston's low traffic neighbourhood. There is still some parking outside the school, but you now need to pay to park so Pia would rather save the money and walk. It also means that she can get in 20 minutes of exercise before work.

Change course



Main Road

Carry-on as we are

Supporting highly trafficked main roads

- Congested main roads often with queues
- Lack of segregated bus routes which causes delays to services
- Emergency services often get stuck in traffic
- E-scooters are popular but lack of segregated route means they often conflict with pedestrians on the pavement



Meet... Sam, he is 22 and lives in Birmingham city centre. He lives in rented accommodation on a main road and is a junior nurse at Birmingham Children's Hospital. Today, when he wakes up it is raining, so he decides to catch the bus to work. There is a lot of traffic and he starts to become irritated as he is going to be late for his shift again. He sees an ambulance stuck in the traffic and becomes more frustrated as he knows how urgent it is for his colleagues to be able to get to patients quickly. At the end of his shift, it has stopped raining so he decides to take an e-scooter from the local hire facility near the hospital. He is very tired and nearly collides with an old man on the pavement.

Supporting a broad range of mobility choices

- Walking, cycling, wheeling and public transport prioritised and connected to support personalised travel choices
- Quieter, cleaner and more accessible streets to support more dynamic workplaces and leisure activities
- Vehicles able to communicate with each other improves safety
- Pot holes are detected and fixed before they appear



In 2030, Sam has subscribed to the TfWM MaaS app and pays a subscription fee that gives him access to all modes of shared transport across the West Midlands. He has calculated that the convenience means he no longer needs to own a car. Sam travels to work based on the advice provided by the app on his phone – this can vary depending on his shift, the weather or any incidents in the area. He decides to cycle home from work today, and books via the MaaS app so that a bike is automatically reserved from this at the hospital. Sam cycles home on the dedicated cycle and walk greenway and drops the bike at the bike share hub nearest his home.

Change course



Our Approach

A plan that works for all places

The West Midlands is home to nearly 3 million people with a range of diverse communities and places; what works in a modern estate with driveways and cul-de-sacs might not work in a terraced street with no off-street parking, and what makes sense in a city centre might not make sense in a village's high street.

We are clear that a “one size fits all” approach to delivering the strategy is therefore not appropriate. A range of solutions will need to be developed and tested, with engagement with local communities and businesses being an essential element of any new proposals.

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Working in partnership with our local authorities we will produce **Area Strategies** for the Black Country, Birmingham, Solihull and Coventry to apply the policy principles and interventions of the Core Strategy with a more detailed understanding of places.

We will enable different plans to be drawn up for different places but we will foster and encourage collaboration to solve the problems in places that face similar challenges.

We will develop these strategies with local authorities, ensuring that the identification of the measures needed will be problem-led rather than solution-led.

Diversity of places

The way people travel is different in different places across our region. This is because of a complex range of factors relating to the people, function, form and setting of places. It's important to understand that just as travel is different across the region today, it will be different in future. Our plans must reflect this.

There are many different kinds of places across our area. None of our boroughs are characterised by one kind of place; they all have a diversity of places within them. No two places are exactly alike, but there is commonality in different urban and rural environments found across our region. There are great opportunities to share learning and to develop solutions that can work across the region in places that share common features.



We will develop Area Strategies with local authorities, ensuring that the identification of the measures needed will be problem-led rather than solution-led.

Area strategies will include plans to solve the challenges of different kinds of places, covering:

- Neighbourhoods;
- Corridors; and
- Centres

Plans for these places will be based on a holistic understanding of the local context, including:

The people of places	who uses this place?
The function of places	what do people do here
The form of places	what are the key features of the urban environment?
The setting of places	How does this place relate to others around it?
The character of places	What are the natural and built environmental characteristics of this place to be enhanced/protected?



Birmingham

Birmingham is a city of over 1 million people that will continue to evolve with the arrival of HS2 and the realisation of plans detailed in ‘Our Future City Plan.’ For those travelling outside of the city centre car travel remains an important mode of travel whilst cycling and walking levels are improving following investment in active travel infrastructure. A Clean Air Zone was introduced in Birmingham City Centre in summer 2021 and this has helped to support the delivery of bus priority measures within the city centre and its radial routes.

Looking forward, Birmingham City Council published its Birmingham Transport Plan in 2021 which provides key principles for the evolution of transport in the city. The reallocation of roadscape away from private car together with parking and demand management measures aims to complement public transport and active travel improvements.



Black Country

The Black Country forms a distinctive sub-region on the western side of the West Midlands. The Black Country is an area of many towns and a city. The denseness of the urban area and the number of centres create particularly complex movement patterns and have led to a complicated transport network.

Travel by car remains very important, reflecting in part the complexity of the urban area and declining bus speeds. Targeted investment in the Key Route and Major Route networks remains a key focus to improve reliability alongside the incremental development of the public transport network required to improve multi-modal connectivity. Walking and cycling is lower in the Black Country compared to other areas of the West Midlands however planned investment aims to reduce short trips by car and increase physical activity.



Coventry

Coventry’s Local Plan details plans to stimulate growth and meet a growing demand for housing. This rapid growth could generate a significant level of travel demand, both within the city and to and from neighbouring areas.

Coventry is a city of 370,000 people that is largely dominated by car travel. Both the total number of cars owned by Coventry residents and the number of cars per household have been increasing steadily over the long-term. Although Coventry is a relatively compact city, the number of people walking and cycling is not as high as it could be.

Looking forward, the city seeks to place innovation at the heart of its plans for economic and environmental success. Initiatives such as Very Light Rail (VLR), Electric Bus City and an Urban Air Port will complement other plans for growth including a new Gigaport to support Electric Vehicle growth.



Solihull

Solihull has a population of over 215,000 residents across its urban and rural centres and villages. It has embarked on a strategy of ‘managed growth’ through the promotion of ‘UK Central’. Solihull Connected provides a transport strategy which will support future development and maximise the benefits of the arrival of HS2.

More than 60% of all journeys to work made by Solihull commuters are made by car and this is increasing. Given this current position, the ambition behind Solihull Connected is to plan for balanced investment in transport infrastructure that still caters for cars, while emphasising alternatives. Walking and Cycling activity is some of the highest in the West Midlands which provides a good foundation for further investment in infrastructure to promote greater use. Solihull Connected is now accompanied by a detailed Delivery Plan which sets out key investment priority areas.

A long term plan that doesn't lose sight of early opportunities

This is a twenty year plan, but it also focusses on the changes we can make today and the early benefits they can bring, as well as the actions that will take a long time to scale up over that period.

The climate emergency is a unique Motive because it has a particular urgency and definitive scale of action required. Around the world, people are trying to prevent 1.5-2°C warming which is predicted to occur by 2030. Avoiding this means emitting no more carbon emissions than our carbon budget allows. This means we need to reduce our transport carbon emissions now and not defer action to later years.

The switch to ZEVs, whilst positive and important, will deliver substantial reductions in carbon emissions until closer to that date and will not address our wider aims. Earlier behaviour change is essential for doing our bit to address the climate emergency for future generations, but could also help us meet wider aims sooner for the benefit of current generations.

Some things take longer to happen than others. It took hundreds of years to build our towns, cities, villages, and neighbourhoods. We can, and should, ensure that new developments are built in a way that is better suited to our future vision for travel but it will take a long time for our built environment to be renewed in this way. Similarly, it takes a long time to change and deliver significant transport infrastructure changes across our region. It also takes time for new technologies to be developed and deployed safely (such as autonomous vehicles).

To successfully rapidly change we would need to consider that even though many households do not

have a car, the majority do. The current importance of independent mobility using a personal vehicle cannot be understated; in spite of current issues it is embedded in our culture, lifestyles and the way much of our built environment, economy and society is structured.

Rapid change is possible, and because of these factors it would likely need early actions that enable and encourage people to:

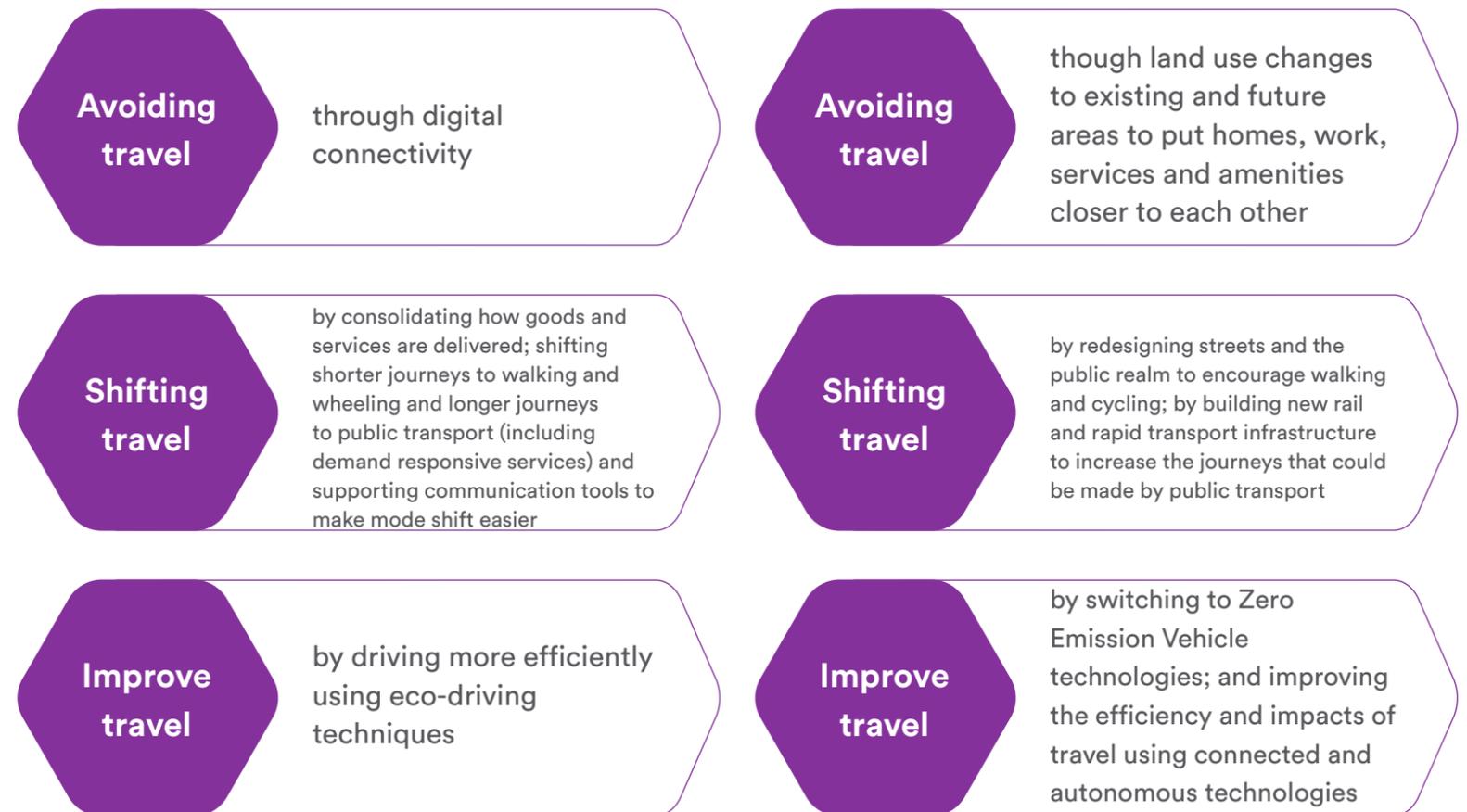
- Change the way that we use existing infrastructure, by making widespread small-scale changes to physical infrastructure supported by local highway regulations.
- Change how we use the buildings in our existing built environment so that people have better local provision of opportunities.
- Make best use of digital connectivity to access what we need without the negative impacts of transport.
- Use personal vehicles which have fewer impacts than cars (e.g. micromobility).
- Use road-based public transport such as buses and demand responsive transport.

These would be in addition to other actions that are focussed on longer term change.

What could change before 2030?

And the long term?

We can progress actions that have an impact before 2030 to meet our commitments to decarbonise and deliver rapid transformative improvements to address the other Motives for Change. However, there will also be actions we could take now that will take time to build and will have transformative impacts beyond 2030.



A plan to avoid a car-led recovery

Patterns of demand – why, when, how and where people travel – are likely to diverge significantly from trends before the pandemic. The shift to remote working and the increased role of e-commerce has been accelerated. The roles that big city and town centres and our local neighbourhoods play in our lives could well change because of this. The effect of these changes is likely to be more complex than a simple reduction in the amount of travel; we are likely to see that where travel for some reasons and between particular places may reduce, other kinds of travel demand may increase.

Public transport faces serious challenges ahead. As with many businesses, demand for services dropped during the pandemic. People have been specifically advised to avoid using public transport during the pandemic where possible to manage the spread of the virus. Maintaining service levels required greater public subsidy because there have been fewer fares collected.

There is a concern that as people have adopted new behaviours to avoid public transport where they can, these behaviours may persist after the pandemic is over. There are already signs that this will be the case; as lockdowns have relaxed, public transport has not recovered to the extent of car travel.

We are experiencing a “car-led recovery” something that the public, and local and national government has agreed should be avoided. Furthermore, much of the fare paying demand for public transport comes from regular commuting to and from busy centres. Persistence of remote working is likely to reduce demand for these services.

It is difficult to predict the long-term behavioural consequences of the pandemic, however, they will be influenced by public policies. There is a desire to “build back better” but doing so will require a conscious effort to do things differently.

Travel demand throughout the pandemic



Travel restrictions and social distancing have caused reductions in travel across all modes. Car use has consistently recovered more than public transport when restrictions have been lifted. Rail demand has remained particularly low.

If public transport is to play an important role to avoid a car-led recovery in the early stages of our plan then something will need to prevent services reducing.

Without wider policies to substantially increase recovery of demand for public transport, maintaining and growing public transport will require greater public subsidy than has currently been provided by Government and we will continue to make the case for this.

Recovery of demand for public transport will include changes to why, when, how and where people use public transport compared to its use before the pandemic.

A plan that makes an impact

Meeting the aims of this LTP doesn't just require an improvement to the options people have available to them to access what they need. It also relies on people using the options available to them differently, it requires people to change their behaviour.

It is a popular belief that before people can change their behaviour, they must have viable alternatives available to them. But in reality, things aren't so clear cut. For example, for cycling on local streets to become a safer option that people feel is viable, we would need people to change their behaviour so that those streets have less traffic. Also, if people change their behaviour so there is greater use of bus services, this can provide increased farebox revenues that operators can invest in more frequent services making use of the bus more viable. Behaviour change is often needed to make alternatives more viable.

Whilst behaviour change ultimately depends on individual choices, it is unfair and unrealistic to deflect all the responsibility for behaviour change onto individuals. A person might have a choice to cycle or drive, but they can't choose as an individual to reduce the traffic that puts them off cycling. A person might have a choice to take the bus or drive, but they can't choose as an individual for more people in their neighbourhood to take the bus so their fares can support more frequent services. That is why the way we govern the transport system is critical for behaviour change

Our current approach is focussed on improving alternatives to the car and informing travellers so they understand the benefits of using them. Continuing to invest in the alternatives is important and we will

continue to do this, but this alone won't be sufficient to generate the kinds of behaviour change needed to meet our aims.

We know from reviewing the impact of measures that have previously been progressed and modelling different future policy scenarios that the policies and programmes we have in place now won't deliver the scale and pace of change that we need to meet our aims. Furthermore, this would not change even if we had significantly higher levels of funding to deliver more investment in public transport and cycling infrastructure. We would not meet our WM2041 target for carbon reduction or even the UK 2050 climate change emissions targets, and we would continue to make marginal progress against the other issues raised in our Motives for Change.

There are two key limitations with only trying to improve alternatives without managing demand:

- Often measures to improve the alternatives require us to manage demand, for example when we need to reallocate space from general traffic or selectively restrict access to particular places to support public transport, walking and/or cycling. Avoiding these measures reduces the extent to which our efforts can improve the alternatives.
- There is a limit to how much mobility, comfort, and convenience these alternatives can offer in contrast to the mobility, comfort, and convenience the car can provide today. This means that even if we use every feasible option to improve the current alternatives to the car, they will still not be as attractive as car use is today.

Both of these key challenges mean that the current approach limits the extent to which we can provide better alternatives, and the extent to which behaviour change is likely to happen.

To achieve our aims and the vision – to change behaviours without compromising what people can access – simultaneous measures would be required to:

- Enable people to travel by better alternatives by **investing in measures that support better access** to what people need via these alternatives; and
- **Manage demand** by discouraging the behaviours we want to do less of using physical measures (such as allocating less space to particular vehicles), and regulatory measures (such as increasing the price of travel by particular means or restricting access to particular roads).

Enabling and Driving Choices – The Importance of Demand Management and Public Investment

To achieve the aims of the LTP, both demand management measures and public investment in the transport network will be vital. Demand management is critical for changing behaviours and shifting consumer spending on transport. Public investment in networks and services is critical for ensuring travel by alternative modes is safe and reliable. Implementing both demand management and public investment together is critical for improving the coverage, affordability and frequency of revenue dependent transport services such as public transport and car clubs.

Increasing policies to manage demand →

Business as usual	Limited to local measures	Region/nationwide measures
Measures to manage demand are largely avoided. This limits the measures that can be progressed to improve walking, wheeling and riding which require reallocation of space.	Measures such as: low traffic neighbourhoods; local speed restrictions; parking management; road space reallocation to riding, walking and wheeling; and access restrictions and/or road user charges to centres are implemented.	Measures such as: national pavement parking ban, national road user pricing, increased fuel and vehicle tax, and more stringent regulation to limit the use of higher impact personal vehicles (e.g. SUVs)

Increasing policies to invest and enable walking, wheeling and riding ↓	Focus on public transport	Measures such as Sprint and wider bus priority schemes (bus lanes and gates); light rail delivery; heavy rail capacity improvement and station delivery (inc. HS2); subsidy for conventional and demand responsive bus services; and multi-modal fares and ticketing	More of the Same – access by non-car modes does not improve whilst overall car mileage increases across the region. Public transport reliability improvement is limited, and coverage and frequency remains unchanged. Reliable and safe – local public transport (particularly buses) become more reliable and streets are safer to walk and wheel. Mode shift occurs for trips to centres (but these are a minority of trips) and public transport services to centres become more frequent.	Sustainable but disconnected – demand management has a significant impact, reducing car use everywhere. Public transport coverage and frequency improves, and land uses become less car oriented. People’s lives become focused on where they can cycle to and travel to via public transport (they travel to fewer places). Particular communities in car-oriented urban environments become more isolated and under economic pressure as they struggle to maintain mobility through car ownership.
	Broader focus to unlock micromobility and shared mobility services	Measures such as regulating to permit greater use of micromobility (inc. privately owned vehicles); car clubs, bike and scooter hire; and segregated and priority cycleways.		

Limited Progress

Partial Progress

Significant Progress

Achieving the Aims of the LTP

A dynamic plan in the hands of communities

There is widespread awareness and support of the need to manage demand, but measures to manage demand are often divisive.

Government has acknowledged the need to manage demand in order to change behaviours to deliver its aims in its Transport Decarbonisation Plan, Bus Back Better and Gear Change strategies. It expects local authorities to explore and progress measures such as congestion charging, parking management, Low Traffic Neighbourhoods and reallocating space. Government may be less supportive of delivery of the measures within our LTP where our programmes do not include measures to manage demand.

Government has also acknowledged that there is a need to consider national road pricing as a possible measure to address the reduction in fuel duty as the use of fossil fuels in vehicles is phased out. Such a measure would have significant potential to support behaviour change across the whole of the country.

Government has not yet committed to manage demand through policy levers that are applied across the whole country, but it is likely that these will be required to deliver against national commitments to

decarbonise and achieve their aim for half of all trips in urban areas to be made by active travel.

We will promote measures to manage demand through the deployment of this LTP alongside and as part of wider measures. Commitment to deliver such measures has to be conditional on public support. As we develop Area Strategies with our local authority partners, the plans for different places will need to account for support for measures to manage demand. This will require us to engage with the public to help them make informed choices over how the transport system is governed in their local area.

We can make progress where there is support to manage demand locally to deliver local benefits for communities such as quieter, safer streets and more reliable public transport. However, more significant behavioural changes that will generate widespread uplift in the demands for the alternatives to the car will depend on national action to manage demand. Our plan will also therefore need to remain dynamic to account for future national policy.



Government's expectations

“Local authorities will have the power and ambition to make bold decisions to influence how people travel and take local action to make the best use of space to enable active travel, transform local public transport operations, ensure recharging and refuelling infrastructure meets local needs, consider appropriate parking or congestion management policies, initiate demand responsive travel, as well as promoting and supporting positive behaviour change through communications and education”

“We will drive decarbonisation and transport improvements at a local level by making quantifiable carbon reductions a fundamental part of local transport planning and funding”

Carrots

1 in 2 think better alternatives to driving need to exist first

It's not about making the car obsolete and making that a poorer item, but more of **making public transport the better alternative** as it offers way more personalised and more luxury items for the price we pay then owning a car.

16-24, Dudley, 2 cars in household, No licence

Sticks

1 in 2 think restrictions to driving need to be applied first

If any added financial expenses of making a car journey far outweigh the cost of making a journey by a workable alternative method, I would chose the alternative option, even if the journey took longer.

45-65, Birmingham, 1 car in household, Driver

Our LTP will be dynamic allowing us to make different choices over time and in different places according to:

- Local public appetite to manage demand
- National transport policies and guidance
- Monitoring and evaluation of local transport policy delivery and impacts; and
- Monitoring of external drivers of travel behaviours.

A plan that ensures a just transition

Equity is at the heart of our motives for change. If we achieve our aims, the harmful impacts of transport and places will be reduced, people who have no or limited access to a car today will be better able to participate in society and our economy, and a better legacy will be secured for future generations. There are many better ways of being more mobile and having better access without the harmful effects we experience today. There will be something that can work for everyone and everywhere. This is what our vision for transport is about, helping people access what they need without needing a driving licence and having to own an expensive vehicle.

However, even if our end goal is a fairer West Midlands, the process of change can have its own inequities. Sometimes communities that might stand to receive the greatest benefits can also face the biggest barriers in adapting.

Pace of change is something that needs to be balanced. If we try to progress change at a very gradual rate we continue to suffer with the problems we're trying to fix and the world around us might move on faster than we ourselves are trying to change it. There is a risk that we could move further from our goals rather than closer. But if change is progressed too fast then people and businesses will face difficulties in trying to adapt.

Change is not an easy process and we often fear it. However, our ability to adapt is often greater than we give ourselves credit for. The pandemic has shown this clearly; for the right cause and with willpower, we changed our social rules and everyone has found creative ways to carry on living their lives and doing

business. The struggle of the pandemic has been unquestionable, but we showed great capacity to adapt in the face of adversity. Nonetheless, the pandemic has also reminded us that some people face greater barriers to adapt than others.

We won't allow fear of change and the challenges of transitioning to paralyse us, but we will ensure a just transition by:

- Distributing the burden of change so those who face lesser barriers and who's behaviours have the greatest inequitable impacts make bigger changes;
- Targeting support towards those facing the greatest barriers with least capacity to overcome them themselves to help them adapt as we transition;
- Setting a pace of change that gives us the momentum we need but at a pace that enables people to adapt; and
- Adopting an innovative spirit to find new ways of accessing what we need that might better help particular groups and places overcome their barriers.

Our adaptability

Many of us can think of times where we've been intimidated by change ahead but have been able to reflect that "it wasn't so bad" on the other side. There are three key factors that can help us understand why we are often surprised by how well we adapt to a new set of circumstances even when we worry about change.

Practice makes perfect

People, organizations and whole industries learn to adapt to new ways of working following a surprisingly predictable pattern.

Individuals and organisations focused on the short-term are likely often to be unwilling to switch to "better" ways of working because the initial costs of switching will appear daunting even though they can decrease rapidly with practice

Better the devil you know

People and organisations tend to prefer the current status quo and are sceptical of deviating from it. But when circumstances change they tend to adapt quickly and adopt a new status quo. What's more, people then quickly become sceptical of deviating from the new status quo.

There are many reasons why this is the case but a simple way of thinking about it is that people invest in whatever circumstances they find themselves. Even if circumstances are not perfect, people spend time and energy in getting the most out of them and become familiar with them.

Social rules can change

Social rules, what is considered normal and appropriate, have a very powerful influence over people's behaviour. There can be a very important rationale behind these rules but sometimes the original rationale for a rule we all follow becomes irrelevant/redundant. Changing these rules can help us overcome our challenges but can often feel uncomfortable.

Our Actions

6 big moves

The benefits we are targeting from a better transport system will be achieved by focusing on six 'Big Moves' which relate to the AVOID / SHIFT / IMPROVE framework. Making progress against these will require a sustained effort over 20 years or more.

An overview of each of the 6 Big Moves is presented on the following pages, Alongside the 4 Area Strategies, the LTP will be supported by 6 detailed strategies for the 6 Big Moves.



Behaviour change for the better

Behaviour change is at the heart of this strategy – it is essential to help us deliver against our carbon reduction targets but also to help make progress against our wider motives for change. All of the interventions set out in this strategy are aimed at improving our transport network and ultimately supporting behaviour change. There is a clear need for us all to think about our travel behaviours – we are all part of the problem and we all need to play a part in the solution.

Simply increasing highway capacity is not sustainable or physically practical. The impact of technology is ultimately limited and wider behaviour change will be required to ensure that transport emissions are reduced faster.

Beyond the infrastructure measures planned, there is considerable communications work needed to build and grow public awareness around the impacts of behaviours and choices and to help them make more appropriate choices.

We know that many people now agree that there is a need for more restrictive measures to help solve some of the transport challenges. Our local authorities hold the powers around traffic management, parking and planning and we will work with them to identify how and where further measures could be introduced to help deliver behaviour change across the region.

Better information to make better travel choices

Information is critical for helping people make the right decisions. We have already made significant progress in communicating transport information to the people who live and work in and visit the region. We have established recognisable brands across transport modes and services in the region. To drive public awareness of travel behaviours and choices we will further develop the TfWM brand as a key source of trusted, reliable information for transport information and journey planning.

We will broaden our communication and engagement to build on traditional information on public transport options and disruption and start to promote the role of shared mobility options, switching to zero emission vehicles, improving driver behaviour, promoting alternatives to travel and accessing services and mobility options differently.

Our customer information will be more targeted and impactful and we will use tools such as our traveller segmentation research, the West Midlands online transport engagement community engagement and further research to help us develop stronger, more effective campaigns. We will continue to build on the success of our Travel Demand Management programme to help more businesses better plan their use of our transport networks.

Managing the transport network to promote behaviour change

To deliver behaviour change at the scale and pace required we will promote a range of interventions and measures that influence the cost and convenience of different forms of transport to manage demand, which could include physical, regulatory and pricing mechanisms (the latter which can provide income to support transport investment and be tailored to encourage use of cleaner vehicles).

We will need to deliver bold roadspace allocation, such as segregated cycling routes and bus priority, and consider how to prioritise and balance the competing needs of modes within our highway network. Parking management and charges are also a key lever, including tools such as Workplace Parking Levies. Planning policy also provides a mechanism through which to manage the supply of parking and TfWM will work with local authorities to ensure that appropriate local planning policies are in place. Finally, we will work closely with Midlands Connect and the National Infrastructure Commission to explore the case for a national Road User Charging (RUC) scheme and promote Government action to progress this. This would help with driving behaviour change in a more holistic way across the UK and help address the loss of fuel tax as fossil fuels are phased out.

Building consensus and appetite for action on our streets

Engagement with the public and stakeholders is an essential part of the design and delivery of a new transport strategy. Activities cover everything from surveys tracking the performance of the transport system, to gathering feedback on new transport policy and strategy or commenting on major infrastructure proposals such as Sprint.

We have surveyed over 12,000 residents over five phases of engagement relating to travel behaviours during and after the pandemic. Separately, our quarterly Travel Trends and Behaviours Tracking Survey (TTABS) monitors travel patterns amongst local residents and their opinions on different modes of travel. We also engaged on our 'Reimagining Transport in the West Midlands' Green Paper, holding in depth discussion on key issues with our online community.

We will continue to develop our use of online communities and citizen assembly style forums to help us communicate, engage and build consensus on the most challenging issues and the measures that might need to be introduced. Engagement with the public will be critical for developing area strategies.



Meet Marcus, he is 65 and lives in Hampton in Arden, Solihull. At the weekend, Marcus visits his family who live in a low traffic neighbourhood in Birmingham. Whilst he can't park outside their house, it does mean that their street is safe to play in and his grandchildren are playing in a local pocket park when he arrives.

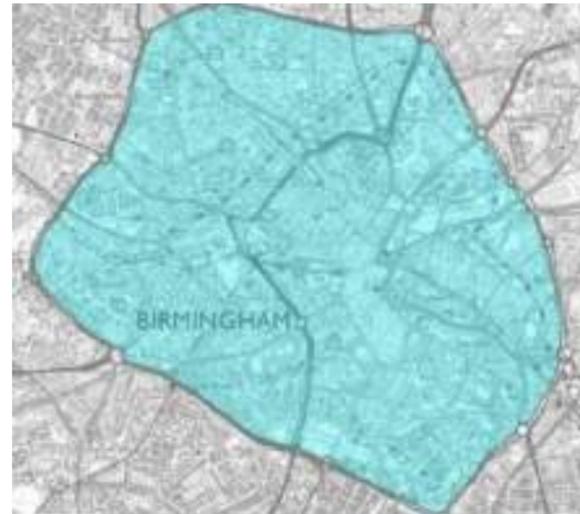
Behaviour change for the better – policy showcases

Controlled Parking Zones

Controlled Parking Zones (CPZ) are introduced as a means of managing on-street and off-street car parking, in order to safeguard the access needs of local residents, businesses and their visitors. By managing car parking effectively, additional streetspace can be freed up for pedestrians and cyclists to create a more pleasant environment.

Birmingham City Council has already introduced CPZs across the entirety of Birmingham City Centre, which encompasses every street within the A4540 Ring Road. This area has already seen significant transformation with the Clean Air Zone introduced. Nevertheless daily trips are forecast to increase by nearly 150,000 in the next 15 years.

Birmingham's Controlled Parking Zone



The Council is also looking to expand CPZs beyond the A4540 Ring Road into adjacent residential areas, to tackle displaced commuter parking which is becoming increasingly apparent since the introduction of the CAZ, as well as exploring the business case for a Workplace Parking Levy. This is a car parking management scheme which charges employers who provide workplace parking, to tackle issues such as peak time congestion, incentivise employers to manage work-based travel, as well as funding major transport schemes. Nottingham City Council have already successfully introduced this scheme, which has provided funding for tram extensions, redevelopment of the city's station as well as improving Linkbus services to areas where rail and metro are not currently available.

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In response, Birmingham City Council has removed all no-fee on-street parking within the entire zone and will not be issuing any further Resident or Business Permits in certain city centre quarters. Charging regimes have also been adapted to support short and medium stay uses, whilst discouraging long-stay and commuter parking. Replacement or new off-street parking will not be supported unless there is a clear gap in provision; existing facilities will be linked to the city's traffic management system to provide real-time parking information and assist with wider network management.

Mobility Credits

Cost is often a significant barrier to people changing their travel behaviour, therefore Mobility Credits can offer an effective solution to overcome this.

The scheme is put in place to provide a financial incentive for people to scrap older, more polluting vehicles and get them using alternative forms of transport. In a national first, Coventry City Council launched a scheme in March 2021 where 74 residents received £3000 worth of credits for scrapping their personal vehicles. This was loaded onto a pre-paid card which could be used on public transport and other mobility services, included shared e-scooters, taxis, car clubs and car hire.

The scheme was put in place as part of a Department for Transport funded programme, where £22m was invested to trial new technologies that could support people to shift away from private car ownership and adopt more sustainable travel behaviours.

42% of participants gave up private car use altogether, by scrapping their only household vehicle. The majority of participants were aged 35-64 years old, although a fifth of respondents were aged over 65 years old.

Schools Restart Campaign

TfWM worked with its local authority partners to support students to return to school at the start of September 2020, following pandemic closures. The team identified that 100,000 students would need to return safely to 1,500 sites.

By developing an understanding of school travel patterns across the region, pinch points were identified to manage demand. TfWM and local authorities came together in regional workshops to work through the challenge. A strategy for managing the demand was developed with a focus on communications and engagement. Schools in 'watch spot' areas benefited from free travel planning and implemented active travel measures. Imperative in the solution was the partnership work that saw TfWM strengthen local transport, schools transport and provision for those with Special Educational Needs and Disabilities. The public transport network was strengthened to accommodate social distancing and bus boarding figures were monitored daily.



A toolkit with a range of communications materials was developed for the 1,500 schools. In March 2021 the campaign was refreshed with an updated toolkit, face-covering campaign, walking bubble maps and social media campaign with strong emphasis on active travel.

As a result, TfWM has been able to successfully manage operational issues and maintain functional capacity on local transport networks since September 2020.

Growth that helps everyone

Creating good, sustainable access to opportunities is critical to help us deliver inclusive growth; and to be successful, transport strategy needs to be supported by complementary land use policy. We need to build the right things in the right places with new developments planned and delivered in a way which supports progress against the LTP's objectives.

90% of the built environment will substantially be the same at the end of the plan period. Therefore, whilst better land use planning and delivery will not fix the legacy challenge of over 50 years of planning geared around the car, it is critical to help us avoid perpetuating the problem.

Significant amounts of new housing and employment development is required in the metropolitan area and surrounding areas to accommodate the forecast population growth. Even with the new infrastructure associated with new developments, this growth will have implications for the wider transport network. In particular a key challenge will be mitigating the cumulative impacts of new development. Left unaddressed, the positive impact of regeneration and growth in the region is likely to be undermined or wiped out by unfettered traffic growth.

We must continue to improve how new development is planned, designed and delivered (in a coordinated way alongside wider transport policy) to help minimise transport impacts and maximise the attractiveness and success of sustainable modes.

This LTP promotes an approach which favours the use of brownfield land and supports higher density land uses with no or limited parking close to transport corridors and hubs. In turn this can help to deliver improved urban environments and crucially protect and reenergise our local centres.

We will need to be creative in how we provide more space for innovative solutions such as mobility hubs, car club

facilities and ultra-rapid charging and residential on-street charging infrastructure.

Alongside better land use planning there is a need to consider the opportunities for digital connectivity to address some of the accessibility challenges which cannot be easily addressed by better transport. There has been a significant shift in demand towards home digital access and connectivity in recent years. Improving digital connectivity and addressing digital inclusion are key to supporting the communities and businesses of the West Midlands and their ability to work, upskill and learn from home whilst supporting reduced travel for work and other activities. In 2021 the West Midlands Combined Authority (WMCA) and its partners published the West Midlands Digital Roadmap taking an evidence-based approach to digital connectivity. The roadmap recognises the potential of digital technology to transform the regional economy and build economic resilience.

Promoting accessible new development

TfWM and WMCA will continue to support and promote a brownfield land first policy. It is acknowledged that there are challenges around the amount of development required and the ability for this to be met from brownfield land. However, if the region is to meet its net-zero targets for carbon reduction we will need to increase the use of sustainable modes for necessary travel with moves to focus development around high frequency public transport corridors and public transport interchanges. As such, the planning process is an important part of encouraging behaviour change and to help reduce the impacts of transport on communities and the environment.

Designing and getting transport right for new developments

Active, innovative and sustainable travel should be key elements considered in all new developments; minimising the impacts caused by single occupancy car usage. We need to encourage well-designed new developments which support mixed and sustainable communities with high levels of public transport usage as well as cycling and walking. We also seek to ensure that the cost of public transport, along with poor accessibility and availability are not prohibiting factors which prevents people moving into the region.

We will publish guidance to support developers, local planning authorities and local communities with information to assist developers in implementing transport infrastructure and services. The guidance will set out what measures TfWM has available to support developers in designing and implementing sustainable travel measures, together with how they can work with TfWM and local authorities to ensure the transport network is able to provide the support needed for developments to flourish and meet the wider needs of the West Midlands.

Making the most of digital connectivity

Digital connectivity presents a huge opportunity for improving access, however, there is also a risk that as society shifts more towards online systems, an inequality gap defined by digital skills and capability will widen, with some households becoming more excluded and isolated. To support the objectives of the LTP it will be important to develop and deliver high speed, reliable broadband and 5G connectivity to all communities and businesses within the West Midlands. Delivering enhanced digital infrastructure will help to reduce digital poverty and create a series of connected communities across the region that have equitable access to digital connectivity. We will work across the WMCA to better integrate digital accessibility, improving everyone's access to opportunities, particularly those in poverty.



“PLACEHOLDER TO BE FINALISED BEFORE PUBLIC CONSULTATION”

Growth that helps everyone – policy showcases

Eastern Green, Coventry



Eastern Green in Coventry is a 435 acre, residential led mixed use urban extension, with a range of developers and local companies involved including Coventry City Council and Homes England.

The site will deliver significant housing numbers and associated employment, retail and community uses including 2250 new homes, 15ha employment land (B1, B2, B8), a new major district centre, and primary schools. It will be served by extensive green infrastructure and public open space as well as good bus services and cycleways. A car club is also being explored together with WM Bike Hire to ensure active travel within and beyond the site. Mobility credits will also be provided to families moving in, to help reduce car usage at the site and Very Light Rail is also being considered as part of the wider design of the site.

Icknield Port Loop

This development sees a multi-million-pound investment programme to drive forward new housing in central Birmingham.

Port Loop, when completed will see 43 acres of derelict industrial land transformed into a new 1,150-home waterside district featuring two, three and four-bedroom houses, apartments, public and communal green spaces, as well as excellent walking and cycling links throughout the development and beyond including along the Old Main Line Canal.

The Port Loop investment is the latest from the WMCA's devolved housing and regeneration programme – providing new homes, jobs and commercial floorspace while supporting the region's economic recovery and ambitions to be a net-zero carbon region over the next 20 years.

This site is also helping protect the Green Belt while creating new jobs and communities on brownfield land, with active travel and excellent transport links at the heart of the development.



Safer streets to walk and wheel

We want to deliver a step change in the way people travel, to encourage a greater proportion of trips to be made by walking and wheeling. This is because active modes and micromobility provide significant benefits to people and their local streets and communities and are the most sustainable forms of transport.

Increasing the uptake of active modes and micromobility will have a positive impact on people's physical health and mental wellbeing. Additionally, by making walking and wheeling more attractive, we seek to encourage the 'shift' away from traditional car trips. This can bring wider benefits such as a reduction in carbon emissions and improvements in local air quality, noise, safety and the local environment.

Enabling people to walk and wheel will also improve people's accessibility. Active modes and micromobility are more affordable and therefore more accessible for a range of social groups. The roll out of micromobility such as scooters and ebikes will enable greater distances to be travelled, where previously the car would have been first choice. Also, micromobility will improve access for a wider range of potential users, including by older or less fit users that may have been put off by conventional active modes.

Making streets safer to walk and wheel will help us support Government's target for half of all journeys in towns and cities to be walked or cycled by 2030, however, achieving this would also require other measures across our wider Big Moves, including demand management.

There is a role for e-cargo bikes and other modes of micromobility modes to help address the freight pressures we are seeing from the rise in online deliveries. E-cargo bikes are an affordable and sustainable method for making deliveries of locally produced and sold goods, or for making last mile deliveries from freight consolidation hubs located within towns and neighbourhood centres.

Equipping people with skills and confidence

We will work with local authorities to provide a package of measures to support behaviour change. This will include accessible, reliable information on available routes, as well as incentives and rewards for reaching certain levels of walking and cycling activity. Schools and businesses will be encouraged to promote active travel by providing training to equip people with the skills to make these changes. To support the uptake of active and micromobility modes, we will promote the provision of supporting facilities to make these options more attractive. This will include secure parking facilities, storage, changing facilities and charging facilities.

Quiet and safe local streets

To promote the uptake of active modes and micromobility, we will make local streets more attractive by making them clean, quiet and safe. We will continue to invest and focus on road safety with a view to meeting an ambitious target of reducing the number of people killed or seriously injured on our roads by 50% by 2030 in line with the Towards Zero vision. Potential measures to be delivered as part of Low Traffic Neighbourhoods could include introducing filtered permeability, reducing speeds, and managing on-street parking on residential streets and local centres. We will also identify and address key severance issues within and between neighbourhoods.

A Starley Network with segregated routes for wheeling

We will ensure the delivery of our Starley Network. It is a network of cycling and walking routes that covers 500 miles of connected routes in the West Midlands. We will deliver a package of measures to provide cycle routes and towpaths, new pop-up cycle lanes, walking routes and walking zones in towns and cities. This will result in a high-quality network of walking and cycling corridors and public realm improvements in strategic centres, designed to Government standards.



Meet.. The Patel family, they live in Aston, on the outskirts of Birmingham. At the weekend, The Patel family regularly go into the city to visit museums, shops, healthy fast food outlets etc and they use the nearby segregated cycle routes to get there. The streets are considered safe, clean and quiet with most cars now avoiding the city centre. The Patel's now consider their neighbourhood to have a positive impact on their children's physical and mental wellbeing.

Safer streets to walk and wheel – policy showcases

Low Traffic Neighbourhoods



Low Traffic Neighbourhoods (LTN's) are schemes which are designed in a way to limit the access of vehicular traffic to a street or collection of streets, in order to make them safer, easier and more appealing for cycling and walking.

Within the West Midlands, Birmingham City Council has trialled a number of LTN schemes across Kings Heath, Moseley, Bournville and Lozells as part of their Places for People initiative. Through use of the council's online engagement platform, residents, businesses and travellers in the area have been able to put forward their opinion on how each of these schemes is having an impact on the area. These are currently being reviewed.

Reactions to LTNs in Birmingham and across the UK has been mixed and sometimes divisive. In Walthamstow they have proved popular and have had a number of benefits such as reduced private car ownership and dependency and an increase in active travel.

Micromobility

Micromobility is a broad term used to describe personal light electrically powered vehicles that can be used for urban transport. Scooters and ebikes are generally well-known and understood to fall under this label, but there are other kinds of vehicles that offer different opportunities for different groups depending on their needs, helping to promote a more inclusive West Midlands in the future.

Micromobility provides more sustainable and affordable options for travel.

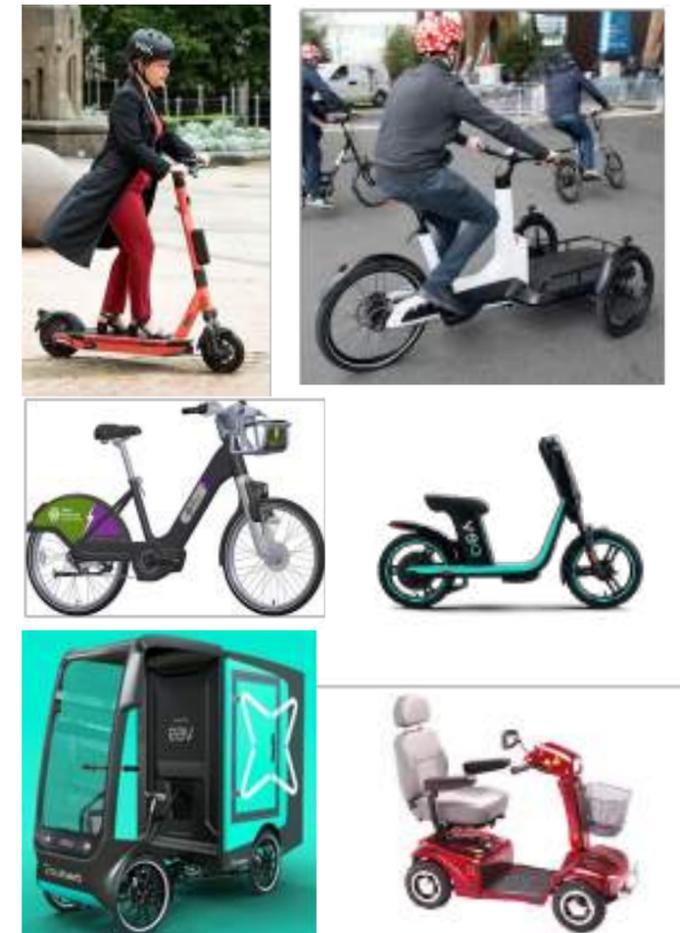
In the West Midlands we are currently trialling scooters in collaboration with VOI as this particular mode is growing in popularity across the region.

In Birmingham, 38% of VOI users would have otherwise travelled by car or taxi and 38% of users are now able to places they previously couldn't.

Although it is not yet legal to ride privately owned scooters, the government is currently reviewing legislation and it is possible that these kinds of vehicles will become more universally accepted in the UK in future.

We will continue to explore ways to introduce

more accessible types of micromobility as new technology enters the market and we will work to develop a roadmap to allow for the early adoption of these modes. We will continue to work with industry and governance to ensure that introduction of micromobility modes will represent a safe and sustainable way to travel.



Public transport that connects people and places

A safe, convenient, affordable and accessible public transport system is essential for enabling people to travel beyond their local neighbourhood without a car.

The West Midlands is at the heart of the UK's rail network and has its own network of services providing connections with the wider region and beyond. Our Metro network is steadily expanding along with planned Sprint (bus rapid transit) and Very Light Rail services. Before the Covid-19 pandemic the West Midlands had the largest commercial bus network in England (outside of London). Our Ring and Ride service is also a lifeline for citizens who need extra help moving around the West Midlands.

As well as public transport services, shared mobility services have begun to expand helping people access vehicles without needing to use or even own a personal vehicle – for example, helping them access a car for a few hours from a car club in their local neighbourhood or perhaps hiring an scooter or bike to get from the train station to the other side of town.

Through a combination of walking and wheeling and public transport connected by seamless interchange, everyone will be able to explore the places across our region

Public transport plays a critical role in many peoples' lives today – particularly for the 1 in 4 households without a car. But in the future, public transport will need to play an even greater role in moving more people around the region and the country.

Because of the pace at which wide scale improvements to bus services can be made in comparison to rail and metro, rapid and early behaviour change in the LTP period will need to be supported by an increased role for and improvement of bus services. Our Bus Service Improvement Plan (BSIP) sets out a programme of bus investment to achieve this.

Better public transport services

We will invest in highway and rail infrastructure so as to enable public transport operators to provide more frequent, quicker and reliable services where demand can sustain those services. This will include providing greater priority on highways to buses, extending our West Midlands Metro, and improving rail capacity and delivering new stations in the West Midlands.

We will also prioritise revenue funding available to us to subsidise the most socially necessary public transport services where these services cannot be sustained by commercial demand. This will include providing subsidy for tendered bus services as well as exploring the opportunity to provide coverage using Demand Responsive Transport where high quality conventional bus services are not viable, and commissioning services such as Ring and Ride to support people who find it difficult or impossible to use conventional public transport.

More options for shared mobility

We will work with providers of shared mobility services such as car clubs, scooter and bike share schemes to provide infrastructure to support their operation where consumer demand can sustain them. These services will be particularly important as last mile solutions to travel where other options are not viable.

A better connected and integrated network

A public transport network can offer more to people than the sum of its component parts where services are better planned and people do not face penalties for moving between services and operators. We will seek to improve integration of public transport by investing in better interchange facilities, continuing to evolve our Swift multi-modal best value ticketing offer, and exploring how governance changes could enable TfWM to better influence service planning and network design.

With a more proactive and assertive role in the design of public transport networks and services TfWM could ensure they integrate, don't duplicate and provide the highest quality most reliable experience possible. In the first instance we will strengthen our relationship with bus operators through the Enhanced Partnership which we are currently developing whilst exploring further the business case for franchising in the longer-term.

We will work with West Midlands Police and Crime Commissioner, transport operators and wider partners to deliver the principles and priorities set out in the Police and Crime Plan to ensure everyone can feel and be safe when using public transport.



Meet... Anita she is 35 and lives in Bliston on the outskirts of Wolverhampton. At the weekend, Anita needs to take her two children to their grandparents so that they can stay over half term as she needs to work. Anita catches the tram to Birmingham where she puts them on the train to London on the new HS2 line. On her TfWM MaaS app she is able to create profiles for both her children. She only needs to buy one ticket for their whole journey and will be able to track their journey so she can check their journey and relax. Anita can use any device or card to pay and can relax safe in the knowledge at the end of the day no matter what combination of modes she has used she will never pay more than the lowest fare possible.

Public transport that connects people and places – policy showcases

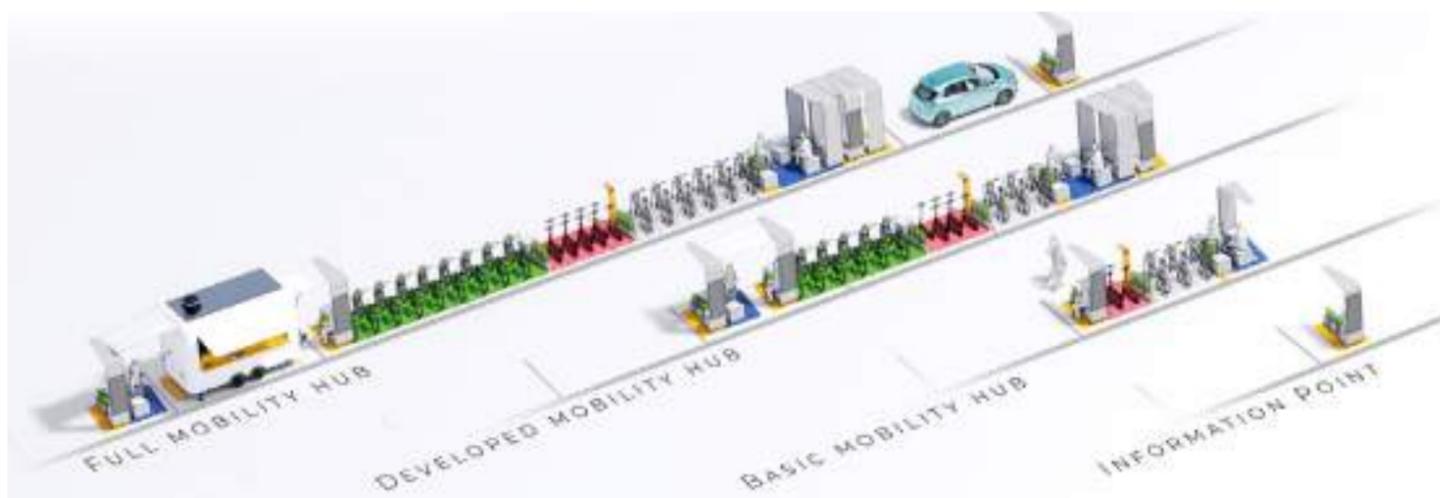
Mobility Hubs

The purpose of mobility hubs is to bring together various transport modes into one place. The aim is to allow universal ticketing across different modes to make multimodal travel more seamless.

It has become feasible in recent years to offer certain types of micromobility – in particular scooters and bike hire – as short distance transport options to the public. In the West Midlands we have now introduced bike hire and scooter hire, and these are proving to be very popular for commuters and visitors to our strategic centres.

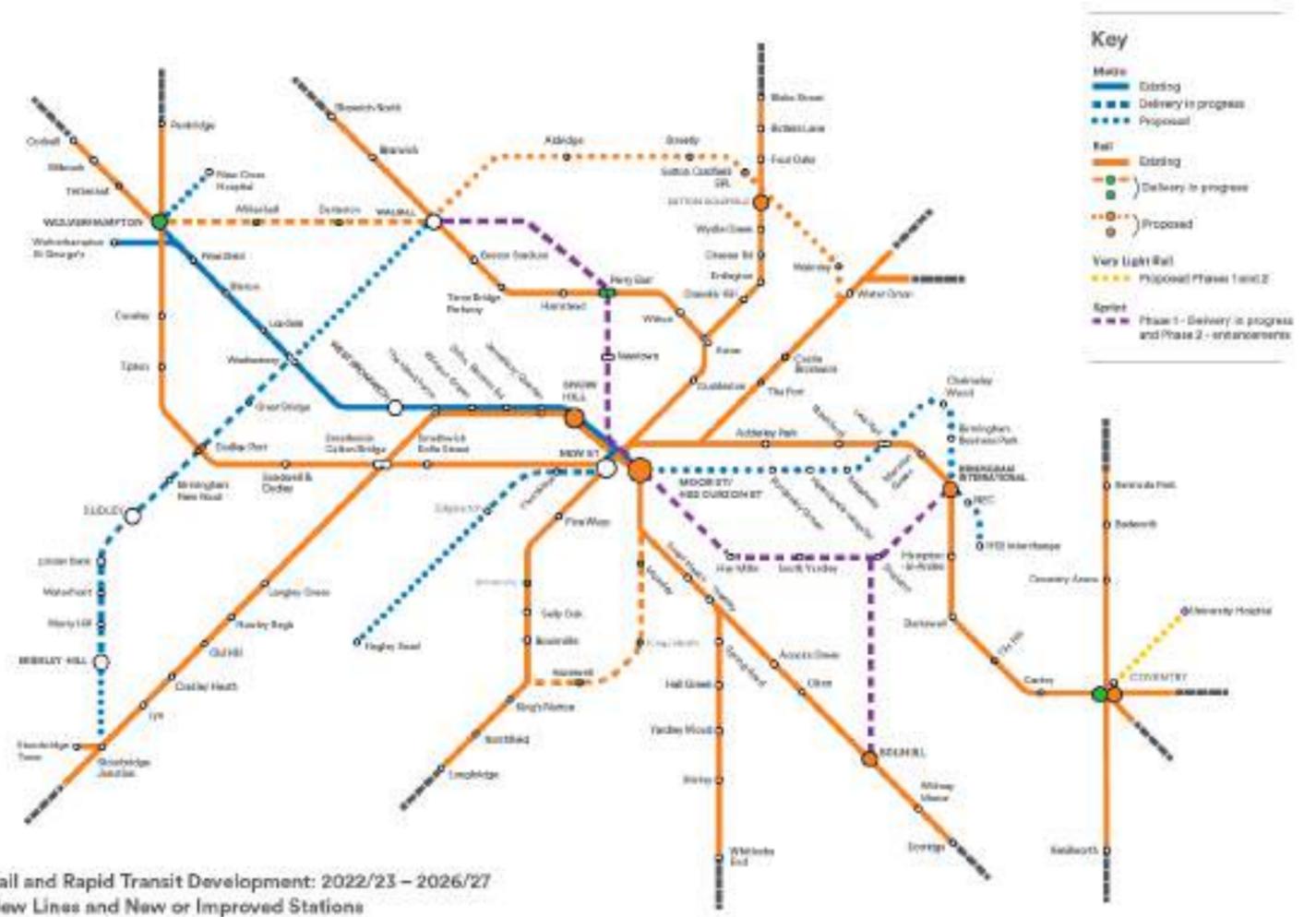
As we expand our charging infrastructure across the region there is also opportunity to bring together electric vehicles and even car share facilities at certain interchanges as part of our effort to encourage people to move away from private car ownership.

This can support those in society who do not own cars by providing last mile solutions to get from train stations and bus stops directly to desired destinations through micromobility and bike share, but also providing options for those in more rural regions through car share facilities. This supports a shift away from private car ownership by increasing convenience for users.



An Integrated Public Transport Network

The West Midlands public transport network will become a more integrated system, based on measures set out in the City Region Sustainable Transport Settlement and the Bus Service Improvement Plan. TfWM is currently considering international best practice to inform development of an integrated public transport network in the West Midlands.



A resilient transport network

Our streets and roads are the most important piece of transport infrastructure we have. Most trips take place on them whether it is by foot, bike, wheeling, micromobility, public transport or by car. Our streets and roads are also places, from local neighbourhood roads to busy high streets, and they play different roles in the lives of people and businesses.

The West Midlands has a Key Route Network (KRN) of 605km of key highways. Whilst consisting of only 7% of the actual roads, the KRN carries 50% of all traffic whilst serving the main demand flows of people, goods and services across the region and provides connections to the national strategic road network. Our KRN serves a range of travel demands and functions across a range of place types with different characteristics.

The local authorities play an invaluable role in developing, managing and operating this network, and on the surrounding local network, working closely with TfWM.

How we design and manage our streets, including the KRN, is important in helping to influence travel behaviours and to create good places.

We need to make our streets work for everyone by making the most efficient use of the network. This means ensuring our streets are in good condition and resilient to future climate change impacts. This will ensure our network is safe and reliable for all users.

We need a network which enables people and businesses to plan and go about their lives with confidence. We will also develop the network in a way that balances competing needs for space and encourages travel behaviours which will deliver our aims.

Keeping the West Midlands moving

We will continue to develop the Regional Transport Coordination Centre (RTCC) in partnership with local authorities, National Highways, West Midlands Police and operators to manage the network and incidents/major events. We will coordinate the delivery of the transport investment programme alongside utilities development plans and minimise impact through collaboration. We will coordinate schemes to avoid excessive disruption to our networks and to reduce costs where multiple schemes can be delivered simultaneously nearby (without excessive disruption).

We will invest in technology to help monitor performance and manage traffic and invest in communication and information tools to help us become a trusted source of travel advice and support travel behaviour change. We will build on the success of our Travel Demand Management programmes to encourage residents and businesses to re-mode, re-route, re-time or remove some journeys.

We will continue to invest in road safety to meet an ambitious target of reducing the number of people killed or seriously injured on our roads by 50% by 2030 in line with the Towards Zero vision. We will continue to work with the Strategic Road Safety Partnership to reduce and better manage road incidents. We will work with the local authorities and the West Midlands Police and Crime Commissioner to explore how reform of enforcement responsibilities for moving traffic offences could better support safe and efficient highways.

A well maintained network

We will work with our local authorities to support development and delivery of the region's transport infrastructure asset management strategies and plans, underpinned by robust digital asset management, to prevent the deterioration of main carriageways, structures and the unclassified network. We will seek to "dig once" where possible and seek to future proof schemes to minimise disruption and costs when further schemes are progressed (for example where bus priority schemes may be upgraded to Sprint and/or Metro in future). As with network development, we will coordinate our maintenance and renewals with plans of utilities providers to maximise opportunity to minimise disruption.

We will ensure the risks of climate change on transport infrastructure across our region are understood and accounted for in plans to enhance, renew and maintain infrastructure.

Using our network for efficient and safe travel

The development of the West Midlands highway network will influence and be influenced by supporting strategies for active travel, public transport and delivering behaviour change. We will bring forward a series of multi-modal corridors and low traffic neighbourhoods that will deliver targeted road space re-allocation to support active travel and public transport and reduce the dominance of the car in residential areas. We will also address key pinch points which compromise overall public transport reliability or create safety problems. We will strengthen the key bus based rapid transit corridors that are at the heart of our overarching network strategy and focus on key multi-mode interchange points.

Many of the biggest challenges will be on the KRN and we will work with our local authorities to create a framework to help us to monitor its performance and contribution towards the LTP's objectives.



Meet... Sam, he is 22 and lives in Birmingham city centre. He lives in rented accommodation on a main road and is a junior nurse at Birmingham Children's Hospital. At the weekend, Sam drives to see his girlfriend in Tewkesbury. He uses an app to give him the quickest route and variable message signs along the route to provide travel information about traffic congestion and advise him of the route he should take.

A resilient transport network – policy showcases

LODE LANE ROUTE ENHANCEMENT

Lode Lane is a key corridor providing access to over 20,000 job roles in Solihull Town Centre and at Jaguar Land Rover, as well as wider access to Birmingham Airport, the NEC and the UK Central Hub.

Lode Lane is one of the busiest bus corridors in the region, generating a bus every two minutes during peak periods which carry more people into Solihull Town Centre during mornings than in cars.

A comprehensive route intervention was delivered between Jaguar Land Rover and Solihull Town Centre, including new bus lanes and bus priority at junctions. Critically, the scheme was delivered by maximising existing road space with no loss of service to general traffic.

The scheme opened in October 2016 and has achieved a 45% reduction in bus journey times in the morning peak hour into Solihull Town Centre. Bus patronage increased by 11%, and there is now an enhanced environment for pedestrians and cyclists.

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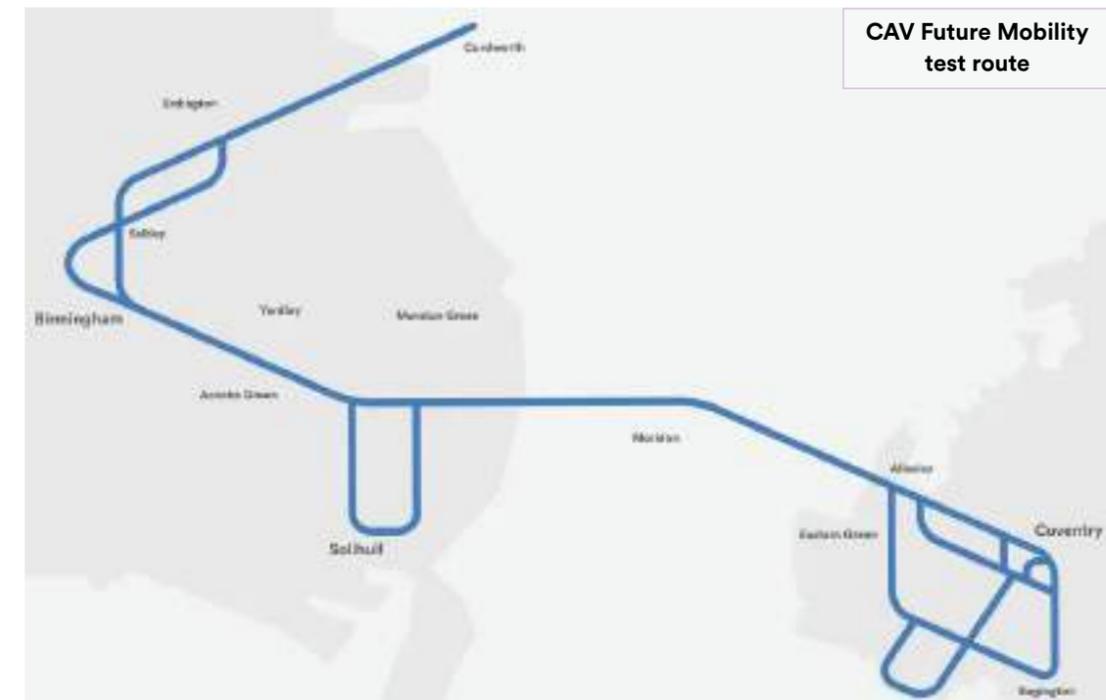


Wireless Infrastructure Project / CAV Infrastructure

To improve the safety and efficiency of our roads we are introducing and installing hundreds of sensors across the network which will be able to facilitate fast communications across the network. Sensors will provide a breadth of useful information which can be used to make smart decisions about traffic management as well as relaying integral information to road users.

By updating the network in this way, we can work closely with our external stakeholders such as emergency services to provide safer roads, faster response times and improved data about the network.

This work is future proofing our region in advance of predicted changes which will be seen to our transport system. As society transitions to connected and autonomous vehicles (CAVs) we need to ensure that our infrastructure is fit for purpose.



Delivering a green revolution

Delivering a green revolution through our LTP means partnership working between the public and private sector to leverage our transport system to enhance our built and natural environment, in a way that stimulates our local industry to produce the products and services that support inclusive growth.

We will aim to decarbonise the West Midland’s private and public fleets by moving away from conventional and hybrid fossil fuel vehicles to zero emission alternatives. This will be critical to reducing emissions associated with transport and will also help to improve local air quality and reduce noise pollution. Our automotive industry is well placed to support this aim.

But transport innovation in the West Midlands, goes beyond making cars and we also have wider sector mobility strengths in products such as public transport, connected and autonomous vehicles, 5G, Mobility as a Service and modern infrastructure construction techniques.

Assisting the switch to zero emission vehicles

We will work with partners, including local authorities and businesses across the region to ensure that the West Midland’s fleet moves to zero emission vehicles (ZEVs) as quickly and efficiently as possible, choosing the most suitable zero emission technologies (including a short-term role for low carbon fuels where zero emission technologies are less feasible within the next decade). We will help local authorities to plan and enable appropriate charging and fuelling infrastructure to be implemented, that is appropriate to the needs and characteristics of different places and avoids street clutter.

The provision and locations of charging stations will be strategically planned including on the key route network and strategic road network for HGVs and LGVs, but also at mobility hubs to provide easy access to other greener modes of transport (e.g. car clubs and e-scooters) and to provide charging for cars where private provision with off-street parking is unavailable. We will also work with our bus operators to support them with the adoption of hydrogen and/or electric buses where appropriate, understanding a particular need for electric charging en-route where charging in depots is insufficient.

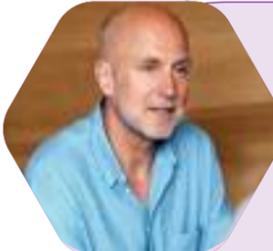
Working with businesses to innovate and export future mobility solutions

We will work with partners, including local authorities and businesses across the region to understand how innovation in the mobility sector can support our aims, and to support the development and trialling of new solutions by providing access to public assets (including our transport infrastructure, organisational expertise, match funding and publicly owned data).

Using our transport system to enhance and protect our environment

We will use transport assets for non-transport functions so as to protect and enhance our built and natural environment.

This will include, but not be limited to, the use of transport land and buildings for sustainable energy generation, enhancing biodiversity and providing green spaces, and sustainable drainage systems (SuDS).



Meet Marcus, he is 65 and lives in Hampton in Arden, Solihull. When Marcus visits his family in a low traffic neighbourhood in Birmingham, he parks his car in a nearby mobility hub and so takes advantage of the charging facilities there. Whilst plugging in his car, he reads the notice explaining that all that the electricity is generated from the solar panels on the roof of the mobility hub. Marcus talks with his son later that day about hiring a couple of e-bikes next time he visits to go round the local nature centre.

Delivering a green revolution – policy showcases

Green bus shelters

Green bus shelters which can improve air quality, generate their own power and even attract bees are being trialled in Halesowen.

TfWM has worked with the Halesowen Business Improvement District (BID) and Halesowen in Bloom to bring some plant-topped bus shelters to improve the town centre environment.

The shelters are made from recycled materials and their roofs include plants designed to reduce carbon in the environment as well as filters to catch fine particles and improve air quality.

Wild flowers, which attract bees and other pollinators, will grow from the eaves and roof edges and appear during the Spring, turning the bus stops to buzz stops.

Further to this are solar panels which will not only generate power for the display screens, lights but also allow people to charge their mobile phones for free while waiting for the bus.

If the trial proves successful more of the environmentally friendly stops could be installed as TfWM replaces and renews its 5,000 bus shelters across the region – playing a part in helping the region achieve its #wm2041 net-zero carbon targets.



Coventry Electric Bus City

Coventry City Council, Warwickshire County Council, Transport for West Midlands (TfWM) and bus operators are working together to make the bus fleet in Coventry all electric.

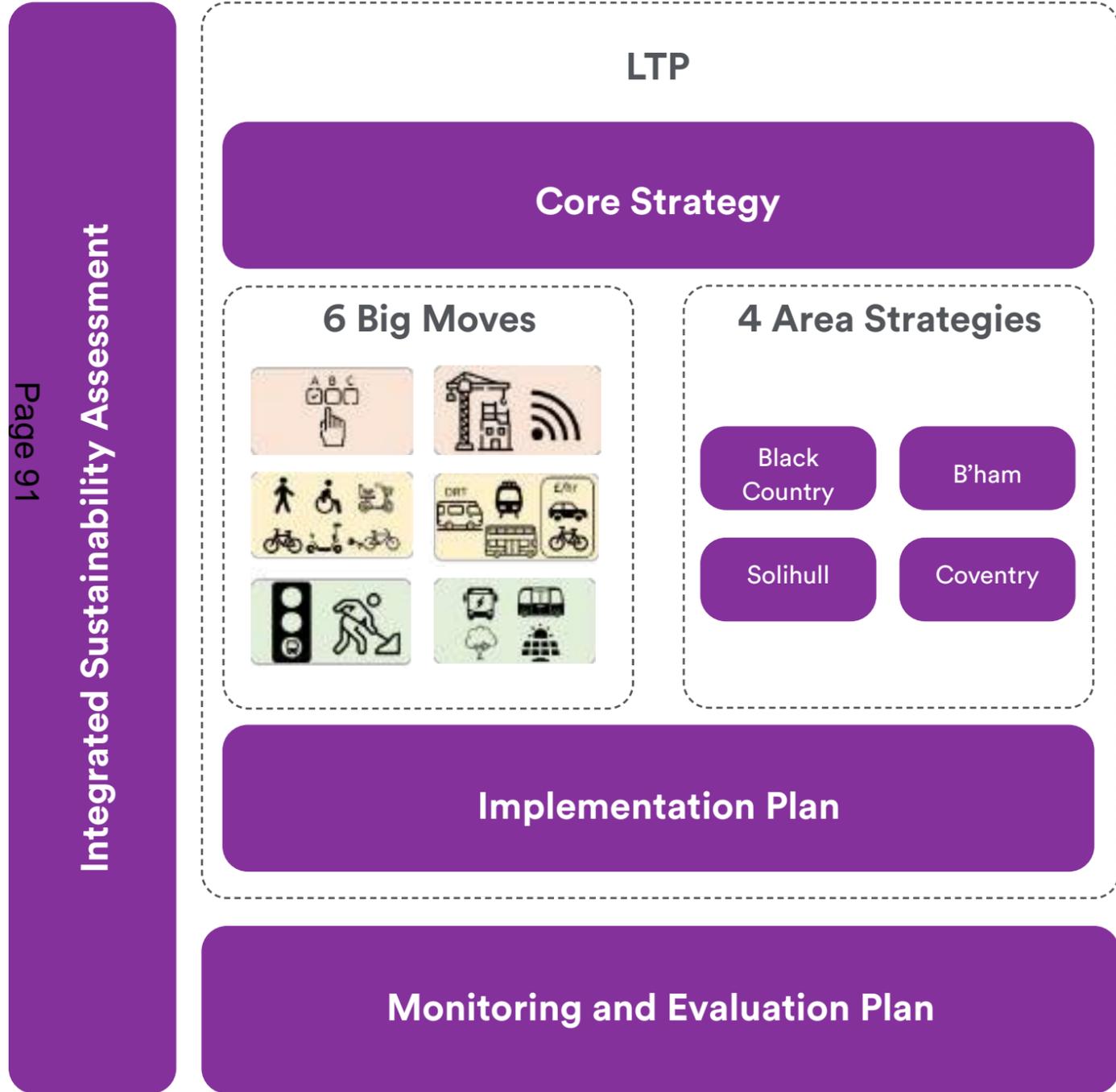
This will be the UK's first All Electric Bus City and under the ground-breaking project, every bus in Coventry will be electric powered by 2025, leading to improved air quality, reduced greenhouse gas emissions and lower running costs.

A £50m grant from DfT will fund 297 all-electric buses and is supported by a further £78m of investment from local bus operator into depot charging facilities and associated power upgrades.



Implementation

LTP Development



The West Midlands Local Transport Plan will include a number of component documents.

This **Core Strategy** primarily sets out the overarching aims, vision, approach, and framework for action for transport in the region until the end of 2041.

More detailed policies and implementation proposals will be identified aligned to the core strategy. These will be set out in 6 strategies relating to our **6 Big Moves** – focussed on regionwide principles and proposals for each Big Move – and **4 Area Strategies** – focussed on the planning of measures across our neighbourhoods, centres and corridors. The Big Moves and Area Strategies will be developed in tandem. The Area Strategies will be particularly important for resolving how measures across the 6 Big Moves will be delivered alongside each other in particular places, and for accounting for the land use and development proposals within Local Development Plans.

There are always more proposals than resources allow for. The **Implementation Plan** will set out our priorities for measures, how funding sources will be used to deliver these, and timescales for development and delivery. The implementation plan will also set out plans for further policy and scheme development where concepts require further development.

A **Monitoring and Evaluation Plan** and **Integrated Sustainability Assessment** will continue to be iteratively developed to support the LTP and updated throughout the life of the plan. They will transparently

ensure that LTP development and delivery is meeting the LTP objectives and broader duties relating to equalities and sustainability.

Excepting the Core Strategy, the LTP will be a living document and will be updated and amended with new policies and implementation proposals periodically.

Updates to the LTP will be agreed through discussions with the WMCA's Strategic Transport Board, comprised of transport portfolio holders of the seven metropolitan borough authorities. Where these are deemed to be significant, approval will be sought from WMCA Board. Where the decision to amend the strategy is considered to have a significant impact on a local community, local stakeholders will have an opportunity to comment through a targeted local consultation process.

Major reviews of the LTP will be undertaken periodically and linked to changes in local and national transport policy.

The WMCA's Strategic Transport Board will be responsible for overseeing delivery of the LTP on behalf of WMCA. At officer level, delivery will be overseen by Strategic Transport Officers Group (STOG), comprising managers from the seven metropolitan borough authorities with responsibilities for transport and TfWM's Executive Director.

Sustainability throughout plan implementation

Implementing the LTP policies will require a balance between maintenance and operation of the existing transport network alongside construction or enhancement of infrastructure. These developments have the potential to impact the environment and local communities and visitors to the affected area. We will ensure that throughout our design and implementation process we understand and take account of the potential impacts and, wherever possible, specify designs to avoid or mitigate them, or enhance them where appropriate.

Where intervention takes place, measures will be subject to the appropriate level of assessment by the relevant authority, adhere to the relevant legal framework and be reflective of the scale and nature of the project. This will ensure that we understand potential impacts and how these can be best avoided or mitigated, or enhanced where beneficial.

Dependent on the scheme, assessment will include Health Impact Assessment, Equalities Impact Assessment, Habitats Regulation Assessment and Environmental Impact Assessment. Where these statutory assessments are undertaken they will be guided by the HM Treasury Green Book and DfT Transport Appraisal Guidance.

We will work closely with partner organisations, including the local authorities to ensure that consideration of sustainability, including health and equality, is made at the earliest possible planning stage for schemes. We will identify the types of assessment that are appropriate for the scale and nature of the scheme at each stage of development and which organisation has responsibility for the assessment process.

This will allow for full consideration of requirements in Local Plans and required statutory processes as necessary.

In developing this LTP, we will have a presumption in

favour of working with partners to make net improvements to the local environment wherever possible and, as a minimum, will always follow the policies set out in this LTP to take every opportunity to protect and enhance the environment. These principles have been integrated within our 6 Big Moves.

For any measures that could potentially affect sites that are designated for nature conservation or for other reasons, such as geodiversity, we will appropriately assess

any potential direct or indirect impact that may arise over the life span of LTP. We will mitigate and / or compensate for any impacts, in line with existing best practice and relevant legislation. This will include undertaking a Habitats Regulation Assessment (or equivalent) when necessary.

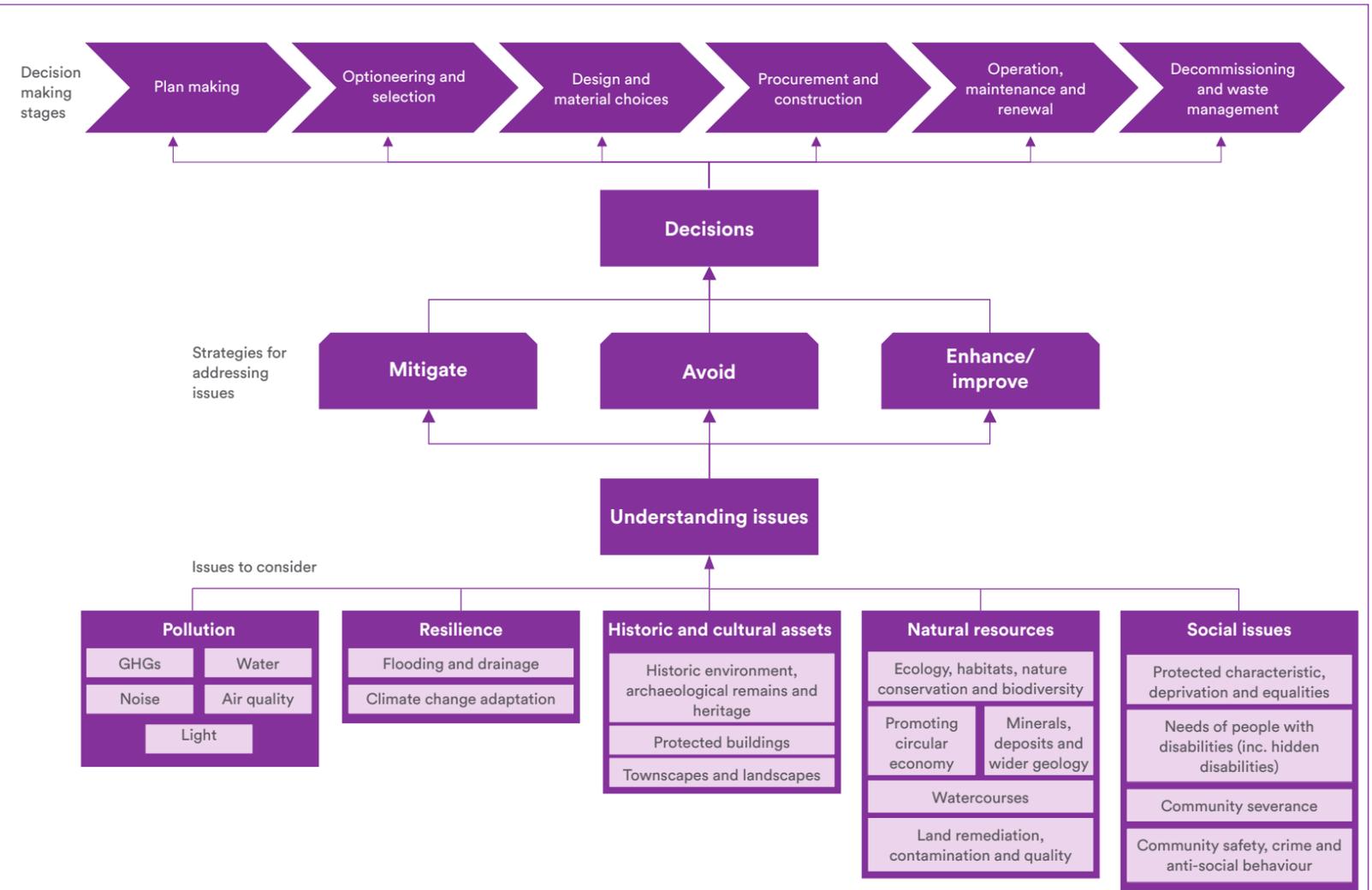
Environmental Management Plans (EMPs) will be prepared and implemented for all construction, refurbishment and maintenance contracts and will include the findings and

suggested mitigation from any assessment made. The EMPs will consider material resource use, energy use, and other environmental issues relevant to the scheme, and will explain how risks and impacts will be mitigated, managed and addressed.

Embedding sustainability in decisions at all stages

Decisions throughout the development and operation of our transport system affect environmental, social and economic assets that must be protected and improved. This includes any “embedded” impacts such as carbon emissions associated with materials used for construction.

We will work closely with statutory and wider stakeholders to understand issues relating to key assets for sustainability and develop strategies to enhance and protect these through options to be considered and decisions to be made at all stages of LTP development and implementation (including scheme development and asset operation).



Working together

Whilst WMCA does have statutory responsibility to set the Local Transport Plan for the area, it does not have direct responsibility for managing and operating most aspects of the transport system. Meeting our aims through delivering action will involve many partners.

WMCA, TfWM and the seven metropolitan borough authorities will continue to work together with local partners such as transport operators, with our neighbouring local authority partners, with our regional partners such as West Midlands Rail Executive and Midlands Connect, and with national partners such as Government and the national agencies responsible for transport functions to develop and deliver the LTP.

Ensuring that our transport system can support the wider objectives for growth, sustainability and quality of life in the region will mean working closely with those with responsibility for wider public outcomes, locally and beyond.

The successful delivery of the LTP will require other partners to deliver the policies and implementation proposals within it, reflecting them in their own plans.

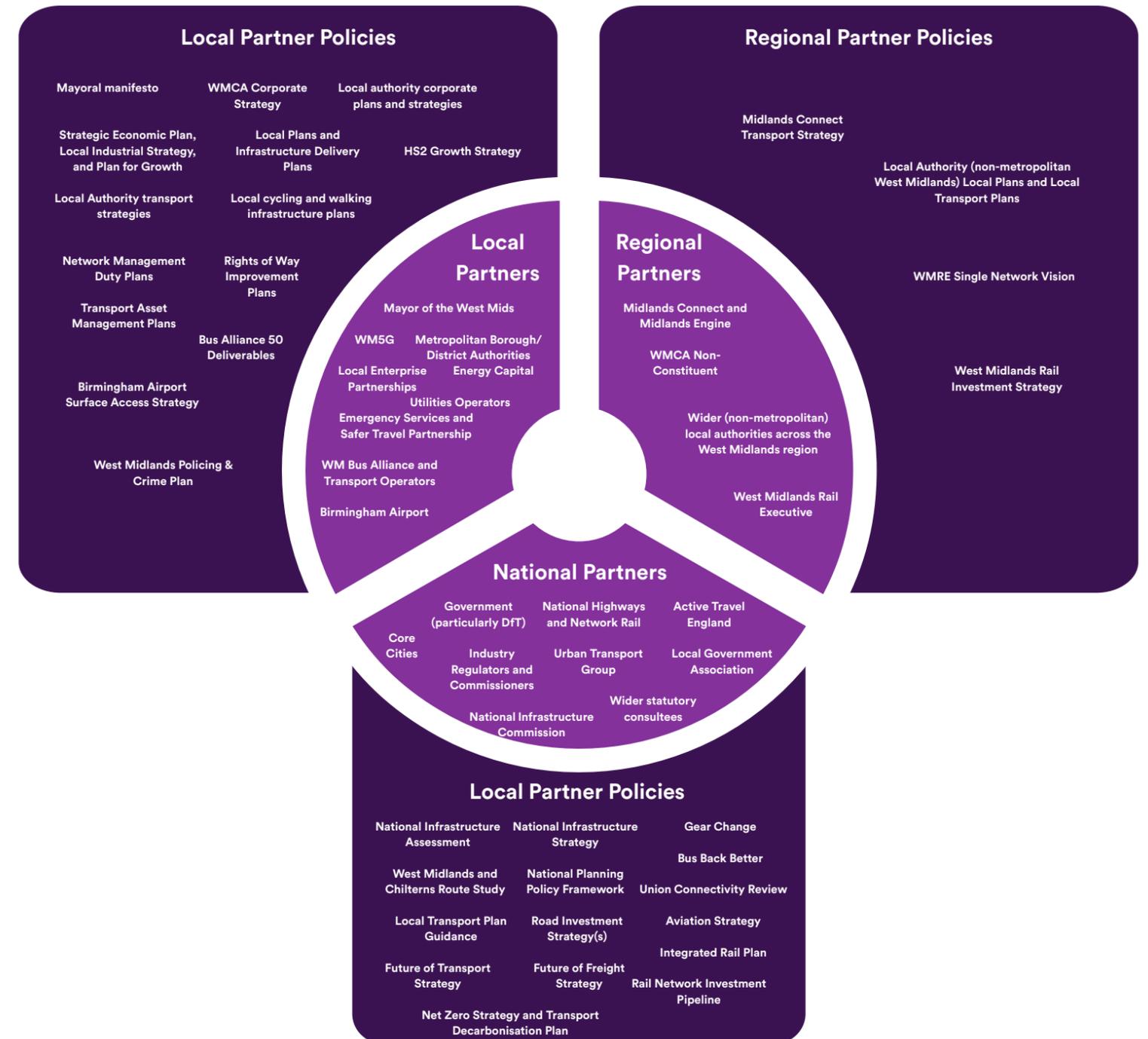
There are a number of delivery partners who are critical for delivering this LTP:

- The seven metropolitan borough authorities as highway, traffic and planning authorities.
- Local public transport operators who are responsible for running the buses, trams and trains our citizens use every day as well as emerging operators of shared mobility services (e.g. car clubs, and bike and scooter hire).
- National Highways, Network Rail and HS2 who are responsible for managing and developing the strategic road network and railways in the West Midlands.

Devolution and reform of responsibilities will enhance our voluntary partnerships, helping us to make best use of partners resources and ensuring we have the powers we need locally to achieve the best possible outcomes for the public.

Key Partners and Policies

This diagram highlights some of our key local, regional and national partners and the policies and plans that have influenced this Local Transport Plan. In turn, we will continue to work with these partners to influence policy implementation and future policy development to take into account our approach to transport in the West Midlands.



Prioritising and resourcing our efforts

TfWM and partners must use their resources across three broad areas of spend to ensure our transport system is working effectively:

- Maintenance and renewal – maintaining assets to keep them performing and replacing them when they're at their end of life;
- Network enhancements – schemes to make our transport system better;
- Service and concession delivery – the day to day spending required to keep services and concessions going.

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There are many sources of funding available to and used by WMCA to fund these activities:

Transport Levy

- Maintenance block
- Capital grants
- Prudential borrowing
- Transport user fares, charges and fees
- Non-fare revenue sources (e.g. advertising, property)

We don't have complete discretion to use these funding sources for any activity – e.g. grants often come with conditions requiring the funding of particular projects and much of the transport levy has to be spent on the statutory English National

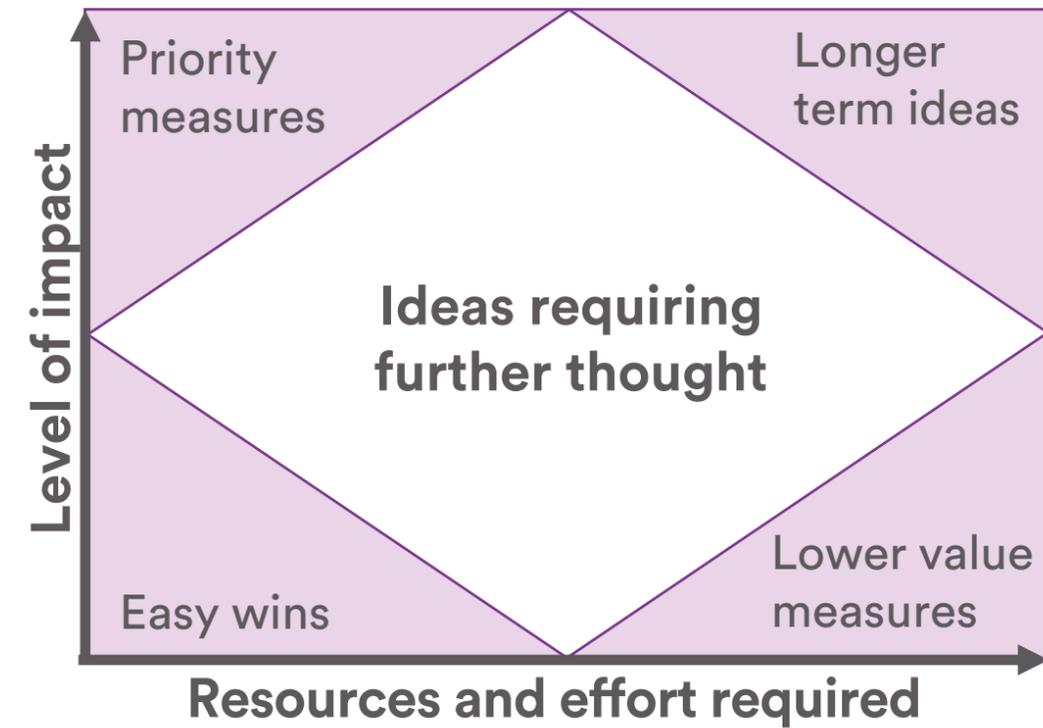
Concessionary Travel Scheme (providing free bus passes for older and disabled people who qualify).

The Implementation Plan will set out a funding strategy for securing the resources required to deliver our implementation proposals.

Local transport relies heavily on funding from central Government. We will continue to make the case for investment in our region, and we will continue to push for better long-term security of funding and flexibility in how to invest it best in our region. TfWM and local authorities will continue to explore options to create locally raised revenues from the planning and transport system to be used to develop and improve the local transport network.

Ambitious programmes of investment will also require continued close working with our delivery partners to secure the skills and knowledge required.

At the start of this LTP period, the UK will be emerging from the Covid-19 pandemic. It is likely that in the years to follow, public funding will be under pressure. We will need to think carefully how to best use funds available to enhance our network to greatest effect. However, we will make a strong case for increased revenue funding to support maintenance and renewal (which has already suffered a period of significant underinvestment owing to austerity policies) and public transport service delivery (noting that the pandemic will suppress demand for public transport for a number of years and services will be lost if any shortfall in fares is not made up in subsidy).



Where there is flexibility over how resources can be used, resourcing of transport locally will be prioritised based on the following principles:

- We will prioritise critical functions to ensure services for our most vulnerable service users are protected and to ensure our core assets continue to function;
- We will maintain a balanced programme of measures delivering actions across the 6 Big Moves to ensure impacts are felt across our Motives for Change;
- We will seek to ensure as many benefit from our actions as possible by ensuring delivery is felt across our region;
- We will seek to make investments that provide good value for money;
- We will have a balanced programme of short and long-term activity; of measures that can be delivered quickly for immediate impacts, and investments that will take longer to develop and deliver; and
- We will minimise redundant work, seeking to “dig once” where possible and otherwise ensuring schemes include future planning to minimise disruption and costs when further schemes are progressed (for example where bus priority schemes may be upgraded to Sprint and/or Metro in future).
- We will coordinate schemes either to avoid excessive disruption to our networks or to capitalise on opportunities to reduce costs where multiple schemes can be delivered simultaneously nearby (without excessive disruption)



Transport for
West Midlands

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Reimagining transport in the West Midlands: A conversation about change

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LTP Green Paper Engagement Summary



LTP Green Paper Engagement Summary

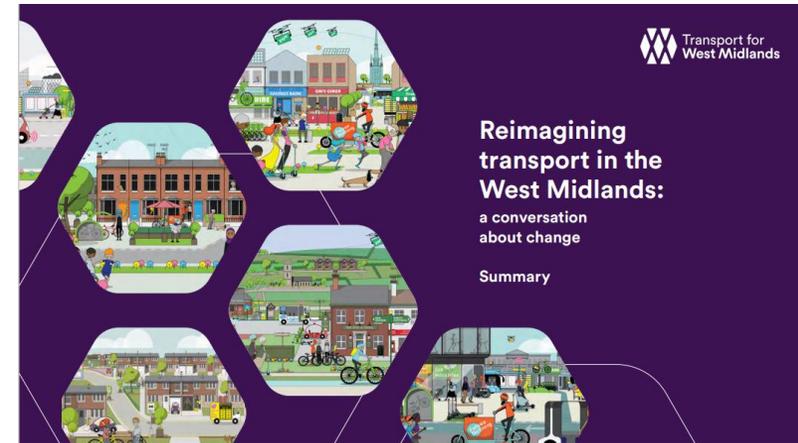
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1. Engagement Plan “What we did”
2. How we did it
3. What was said
4. Engagement summary and policy implications

Produced by TfWM Policy, Strategy and Innovation Directorate

LTP Green Paper: Overview

- The LTP Green Paper: Reimagining Transport in the West Midlands was published on the 1st July 2021
 - The Green Paper serves as a consultation document for the general public, businesses and other key stakeholders in the West Midlands
 - It will inform the development of the new Local Transport Plan (LTP5) for the West Midlands Combined Authority
- The document is based around five key Motives for Change, which encapsulate the main challenges facing the region in relation to transport:
- Creating a fairer society
 - Supporting local communities and places
 - Becoming more active
 - Tackling the climate emergency
 - Sustaining economic success
- The Motives for Change were developed as part of an evidence gathering exercise which formed the basis of the LTP Green Paper



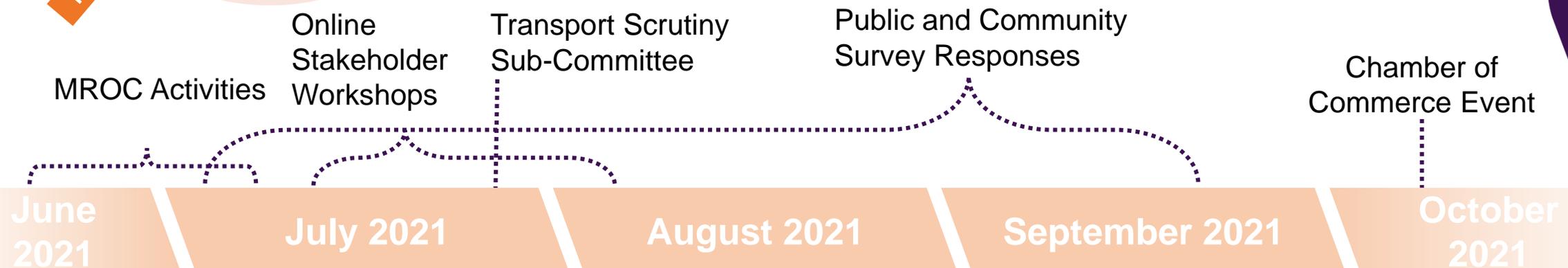
[Reimagining transport in the West Midlands - WMLTP5 Green Paper | Transport for West Midlands \(tfwm.org.uk\)](https://www.tfwm.org.uk)

LTP Engagement Strategy



LTP Engagement was conducted through various channels, including:

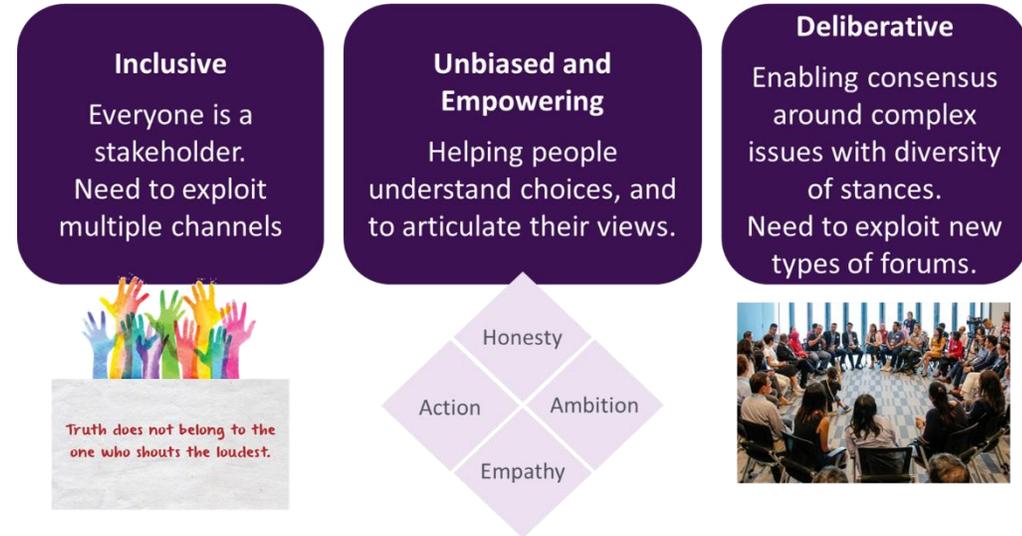
- Public surveys which were disseminated via social media, mail and email
- Market Research Online Community (MROC) and targeted quick-poll surveys
- Online and in-person workshops with key stakeholders
- WMCA Boards



LTP Public Engagement Campaigns

- The Green Paper was publicised via: TfWM's website, constituent authorities' websites, emails via Campaign Monitor and networks, social media, press releases and community outreach partnerships
- The citizen and business/community surveys were published on the 5th July and remained open until the end of September
- A follow up 'Quick Poll' survey for LTP survey participants who wished to take up in further research, which gathered more information on perceptions and use of policy mechanisms and the opportunities/threats posed by decarbonising transport
- An in-person business engagement event was facilitated by the Birmingham Chamber of Commerce and transport planning consultancy Atkins

Engagement Principles and Aims



- **Identify citizen's preferences** on how to meet objectives
- **Build understanding** of the day-to-day aspects of travel that are **key to positive customer experience**
- To build understanding of the **gap between plans, trends and aspirations**
- To build understanding of the **kinds of interventions** that **would bridge the policy gap**
- To **develop consensus around new policy strategies** that would help people make the changes required

Public Survey Design

Survey Sections

- Two types of survey were developed for the LTP Green Paper:
 - one for general citizens of the West Midlands,
 - another for businesses and community organisations

Each survey included four sections with a mixture of closed (selected from discreet options) and open-ended (respondents to provide text-based answers) questions.

- The public were also invited to leave further comments/ feedback at the end of the survey and to take part in future research.
- TfWM ran a follow up 'Quick Poll' survey for LTP survey participants who wished to take up in further research.
- This gathered information on perceptions and use of policy mechanisms and the opportunities/threats posed by decarbonising transport.



Market Research Online Community (MROC) Engagement

- Engagement was facilitated by research agency Mustard, who ran two activities
- Activity 1 ran over one week in June 2021 and focused on members' travel behaviour and journey patterns, open for all to respond with a prize draw incentive
- Members were asked questions on their travel behaviour, why they chose to travel in certain ways and their perceptions of different modes of travel
- Activity 2, for which interested members were selected, involved a 9-day session which explored a world without cars and getting members to explore potential alternatives
- Here, projective techniques were used to gather more in depth data on members' motivations, beliefs, attitudes and values, through a hypothetical scenario where private cars were no longer available.

Targeted Stakeholder Activities

- Stakeholders were identified and selected for engagement activities according to how closely they needed to be involved, interest in the LTP and involvement in regional decision making.
- Four stakeholder webinars were held, which focused on recovery from the pandemic (short term) and the Motives for Change (long term).
- These ran in parallel to other surveys, social media and MROC activities.
- The Young Combined Authority was engaged. This is a WMCA board of 16-25 year olds, representing the diverse and young population.
- Key business stakeholder were also engaged through a face-to-face event facilitated by Birmingham's Chamber of Commerce and transport consultants, Atkins.

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Stakeholder Selection Process

High Power/ influence	<p>Keep satisfied</p> <p>Engage and consult so they are satisfied their voices are being heard on key issues</p> <p>Avoid low value contact so they do not lose interest in the project</p> <p>Anticipate and meet need</p> <p>Could be a risk if not satisfied</p>	<p>Key players</p> <p>Involve in key decisions</p> <p>Engage regularly to maintain relationship lots of effort made to satisfy their concerns and requirements for information. These will be valuable advocates</p>
	<p>Minimal effort</p> <p>Communicate generally to keep updated</p> <p>Do not overload with excessive communications or needless information</p> <p>Monitor to check if interest levels change/issues arise</p>	<p>Keep informed</p> <p>Make use of interest – could be an ambassador</p> <p>Keep these stakeholders regularly informed to maintain their interest.</p> <p>Monitor any issues or concerns that may arise and respond</p>
	Low interest	High interest

Response overview

Citizens

- 612 complete public responses. The responses tended to be skewed more towards white, older males, which doesn't give a true representation of the demographic profile of the West Midlands.
- Responses were relatively well spread across the region (with a slight bias towards Birmingham) and reflected the proportion of car and non-car owners.
- Younger age groups were more likely to answer Motive for Change questions, with 25-44 year olds providing the most responses.
- This age group were also more likely to answer questions on the Climate Emergency - 93% of respondents chose this motive.

Business and Stakeholders

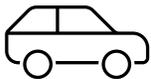
- Only 18 responses were received for the business and community survey.
- In the business and community survey, Tackling the Climate Emergency was the most engaged with Motive (15); Supporting Economic Success was also the least engaged with (9).

MROC

- 77 took part in Activity 2, with respondents more evenly distributed across all 7 districts.
- Responses have a greater gender balance compared to the LTP citizens survey.
- This activity also achieved a better age and ethnicity balance, although young adults and ethnic minorities are still underrepresented.

How have travel experiences changed over time?

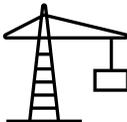
Most Significant Changes

1) More car use/ownership (43%) 

Business and community organisations also recognised this as the most significant change

2) Deterioration in public transport performance (23%) 

3) Improvement in public transport performance (16%) 

4) More out of town development (8%) 

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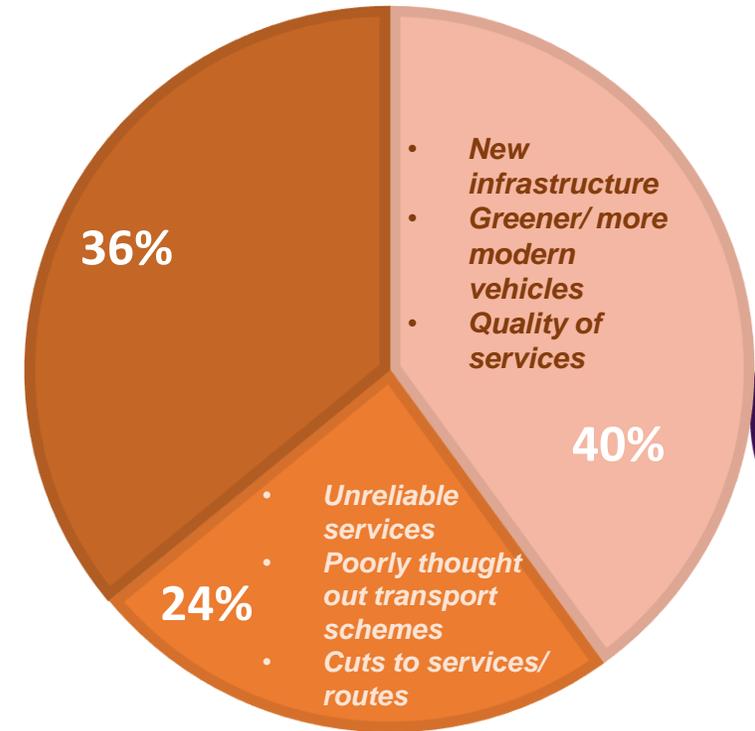
- People have witnessed significant changes to the transport system over their lifetimes; they were split on whether these changes were overly positive or negative, which could reflect the uneven distribution of benefits and impact across people and places.
- Whilst some have hugely benefited from increased mobility, freedom and choice, this has ultimately come at a price, with loss of green space, traffic, noise and pollution highlighted as key concerns.
- Over two-thirds of respondents thought traffic was a problem on local roads.

I can access places and areas I would never have been able to years ago.

Loss of green space, pollution, noise.

LOCAL TRANSPORT PERFORMANCE OVER TIME

■ Better ■ Worse ■ Unsure/No difference



Quick Poll Citizen Survey: Looking to the Future

Effect of pandemic on travel	%
Travelling by public transport less	25
Very little change/nothing/travelled as usual/key worker	23
Working from home	18
Travelling less in general	14
Increase car use	7

Tension between latest trends and future pathways?



What will change? (In the next 20 years)	%
Move to electric vehicles/less polluting fuels	36
More public transport use/better public transport offer	29
Reduction in car use/less car ownership	8
Unclear/don't know/depends on too many things	7
More active travel/cycling/cycle facilities	7

More of the same?

Positive changes to keep in the future	%
General comment about improvements needed to public transport in the future (not Covid related)	23
Being more active walking/cycling	15
Not commuting/more flexible working/working from home	12
None noted/hasn't changed things for me/nothing positive	8
Keep social distancing measures/Face mask/ventilation etc	6

Negative changes to avoid in the future	%
Increased car use/more traffic	20
Negative comments about public transport in general (not Covid related)	14
Reduction in amount of public transport services during Covid	12
Fear of using public transport/scared to use public transport	9
Not going out/isolation/restrictions	8

- In the Quick Poll Survey, 80% agree that without change to transport there will be negative consequences for the region; 17% of car owners disagreed compared to 6% of non car owners
- The main advantages to changes in the next 20 years would be a cleaner/less polluted environment (48%). With fewer cars on the roads (14%), an improved public transport offer (13%), with a healthier population (8%). However, 14% thought there would be no advantages
- The main disadvantage to changes in the next 20 years were seen as being the increased costs of travel (19%), others saw congestion continuing as EV cars simply replace current car types (10%), while 9% feared public transport would not be able to cope with increased demand or there was a lack of political will to make changes. 13% could see no disadvantages.

Perceptions of Living in a Car Free World

- Without access to cars, car owners were most concerned about not being able to see family and friends that live further afield
- Expressed frustration that they would be forced to use multiple forms of transport to reach their destination, would face longer journey times and could not complete activities
- Tended to evoke strong emotional responses; whilst many could see solution they would be very reluctant to follow through
- More importance was placed on the loses rather than the gains – 6 in 10 cited loss of independence and freedom, impact on wellbeing and reduced social circles and choice of destinations
- People would be less likely to travel to countryside further afield, travel around the UK, visit out of town retail parks and attractions that are not well connected by public transport.

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Things People Would Miss the Most



Family and friends



Option to be spontaneous



Freedom / independence



- There was a perception that a car free world could reduce inequality and make travel more accessible for all
- Non car drivers felt there could be an improvement if travel options were aimed at non-owners from the get go
- 4 in 10 said gains were important, namely environmental, road safety and health benefits
- People would be more inclined to stay local, visiting bars, restaurants, parks, high streets, museums and surrounding countryside.



*[We'd be better off] If there were less cars on the road then I think it **would be better as less accidents, less traffic, less pollution.** However, to get less cars on the road **there needs to be incentives to use other forms of transport.*** Male, 35-44, Coventry



Public Sentiments on Motives for Change

Most organisations saw 15-minute neighbourhoods as a good thing (8 out of 9), as it could lead to a reduction in traffic and help people realise healthier lifestyles. Citizens were also broadly supportive (78% of home owners and 80% of renters)

In terms of long-term changes, organisations were most in favour of redeveloping the urban realm, changing land use to put homes and services closer together, having a more extensive rail and rapid transport network and an ultra low emission fleet. Of least importance was connected/autonomous technology.

Business and community organisations broadly recognised the importance of having healthy and active workforces and that the urban environment for the West Midlands should support more active travel. Whilst 6 were already promoting active travel, 5 sighted the length of journeys as a key barrier, along with a lack of key infrastructure (3)

The majority of organisations agreed with the statement that the new transport plans should focus on rapidly changing how we travel (14 out of 17 respondents)

Business and community organisations were more likely to chose the 'Decide and Provide' approach (10 versus 2); however, 5 were unsure – one sighted the need for a blended approach, whilst another highlighting increased uncertainty in planning for the future, as proven by the Covid-19 pandemic

Business and community organisations were more likely to chose the 'Decide and Provide' approach (10 versus 2); however, 5 were unsure – one sighted the need for a blended approach, whilst another highlighting increased uncertainty in planning for the future, as proven by the Covid-19 pandemic

Business and community organisations were most concerned about changes to the way we travel (8 out of 15 respondents); responses were generally mixed, however they were less likely to be concerned by digital connectivity (7 out of 15)

Organisations thought the most important changes were shifting to walking, using local services, using the tram and avoiding travel by using telecommunications

Agreement that Climate Change Represents an Opportunity to Address the Following Motives for Change (%) – Citizen Responses

Motive for Change	Total	16-24	25-34	35-44	45-59	60 or over	Male	Female	Car access	No access
Becoming more active	77	50	85	90	75	75	73	85	78	77
Supporting local communities and places	76	66	78	90	72	75	68	85	73	82
Creating a fairer society	68	67	74	83	68	63	64	75	67	73
Sustaining economic success	56	66	52	63	60	52	53	61	54	61
Average	69	62	72	82	69	66	65	77	68	73

Public Perception and Understanding

- People broadly understood the issues outlined in the Motives for Change; *many respondents believed that without changes to the transport system, negative consequences would get worse and stifle regional success.*
- Respondents were very likely to consider climate change a key threat, with 92% expressing mild or serious concern.
- 33% agreed that a key policy aim should be to tackle inequalities in transport access.
- To combat the issues at hand, the vast majority of respondents agree that improving mobility of those who don't have access to a car is the best approach to ensure future prosperity.
- However, respondents were more split on whether to prioritise using existing network capacity and vehicles differently or building additional network capacity to achieve positive change.
- Respondents were more likely to perceive tackling climate change as a threat to the economic success.
- On average 69% saw it as an opportunity to achieve positive change across all Motives.
- 91% thought it was very important/important that we show leadership in tackling the climate change emergency by decarbonising transport (plus 12 out of 15 organisations).



Public and Business Consensus

- Respondents were broadly supportive of what the new LTP was proposing, despite tensions between advocating increased network capacity and using existing technology/infrastructure.
- Tensions on the recognition that reduced vehicle use are required.
- A significant minority of respondents who believed public transport needs to improve first for people to make the changes required.
- Non public transport users were more likely to disagree with or be unsure of the measures proposed, representing 25% of this group compared to just 14% overall. Respondents were also concerned about the effect rapid change would have on land use (65%) and the way people travel (58%).
- The most important short term changes were considered to be shifting to local bus, walking and rail, as well as using local services and consolidating trips.
- Longer term, respondents thought it was important to have more extensive rail and rapid transport, as well as high quality public realm and green infrastructure.
- Only 8% thought that there would be a reduction in car use in the next year 8 years, however 36% believed there would be a move to electric/less polluting vehicles
- Respondents thought that it was important that we demonstrated leadership in decarbonising transport.
- Businesses highlighted the importance of identifying clear critical paths to delivery and monitoring mechanisms.



MIND THE GAP

MROC engagement and appetite for change

- Respondents highlighted the importance of convenience, flexibility and lack of alternative options as to why the public continue to prioritise the car.
- People do recognise the environmental and health benefits of public transport and active travel, however, 8 out of 10 respondents agreed that we need to use cars less. This further demonstrates a disconnect between what is seen as desirable and what is currently possible in terms of travel in the West Midlands .
- The car is still seen as desirable by a significant minority.
- Giving up the freedom and independence which the car provides is perceived as too heavy a price to pay, particularly regarding visiting family, friends and places of interest further afield.
- Changing private vehicles or moving to shared ownership were seen as the least impactful changes to the transport network by respondents to meet their personal needs.
- But just under half of respondents would consider using an alternative private vehicles – such as a moped, e-bike, e-scooter.
- 6 out of 10 respondents were either already making changes to their car use or were willing to do so in the future.
- Respondents highlighted replacing trips through digital connectivity, having goods delivered to your door and using more local services.
- Research highlights the importance of engaging with a diversity of residents and places and understanding their needs, informing them of the alternatives and understand which incentives to change would work.



How do stakeholder and public sentiments compare?

- Stakeholders recognise the issues, with climate change also seen as the key driver for change, but also physical activity.
- This reflects a broader focus on enabling a healthy, productive workforce (brought into sharp focus by the Covid-19 pandemic) and safeguarding economic success of the region
- Clear feedback that the public and stakeholder felt that the political system is not geared up to tackle some of the huge challenges.
- Perception that decision-making tend to favour short-termist solutions.
- There was a need to acknowledge the lifespan of the LTP last 5 years, as do political tenures.
- Achieving longer-term buy in remains a key challenge.
- This is reflected in strong consensus around LTP measures, but less confidence in the ability to successfully mandate these within the next 5 years.



MIND THE GAP

Achieving change and policy implications

- To achieve the most difficult changes, there is a general consensus that this should be done through the decarbonising transport lens.
- Clear that the LTP needs to identify a clear critical path for policy and transport scheme delivery.
- There is also a need to ensure all seven constituent authorities are adequately consulted and that the new LTP does not contradict other Local Plans and other regionally significant infrastructure projects
- Much like the public responses, stakeholders are split on whether additional capacity should be built on the network, or that we need to make better use of the existing network and change travel behaviours.
- There was a shared view that public transport offering had to be adequate enough to allow people to make the changes required.
- Respondents are most confident around the 'shift' element of the LTP, enabled through changing land uses, improving public realm and expanding mass transit in the next 10 years.
- Demand management solutions will also be key, although certain mechanisms – such as road charging – are still seen as contentious.
- To achieve change through policy, 68% people in the Quick Poll survey **agreed with the use of 'sticks' to achieve significant change in travel behaviour.**





Transport for
West Midlands

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Informal WMCA Board - WMCA Chief Executive's Consultation/Guidance

Date	14 January 2022
Report title	City Region Sustainable Transport Settlement Submission
Accountable Chief Executive	Anne Shaw, Interim Managing Director Transport for West Midlands email: anne.shaw@tfwm.org.uk
Accountable Employee	Mike Waters, Director of Policy, Strategy & Innovation email: mike.waters@tfwm.org.uk
This report has been considered by	Strategic Transport Officers Group (STOG)

Recommendations for action or decision:

The informal WMCA Board is recommended to propose that the WMCA's Chief Executive:

- (1) Notes the progress made regarding the regional CRSTS bid since the original submission was approved by WMCA Board in September 2021.
- (2) Notes the approach to prioritisation and development of the final programme for submission to Government.
- (3) Approves the submission to HMG of the CRSTS programme level business case (Appendix 2), noting that the revised programme is within the Region's indicative allocation of £1.050bn.

- (4) Delegates to the Executive Director of Transport for West Midlands and WMCA Director of Finance, in consultation with the WMCA Mayor, the WMCA Portfolio Lead for Transport, any final adjustments which are required to the programme and associated documentation. The Board should note that changes may be developed to this documentation as the Local Authority and TfWM Officer team continue to liaise with DfT and HMT after submission in order to confirm the programme and secure a full grant confirmation from HMG, however, WMCA Board will formally consider the final programme and any funding conditions which are applied by HMG before accepting and adopting the final programme.
- (5) Approves the use of the WMCA Single Assurance Framework to provide assurance around investment decisions, noting the additional measures set out in the programme business case to ensure the ability to meet the CRSTS fund requirements. This includes the establishment of additional capacity for the Investment Panel to provide technical expert advice to the existing Investment Board on decisions to be made under the WMCA SAF.
- (6) Approves the approach to the establishment and management of a 'soft contingency' element to the CRSTS programme as set out in Section 4.
- (7) Approves the monitoring and reporting arrangements set out in section 5.
- (8) Notes the approach detailed in Section 5.5 regarding the replacement funding for Integrated Transport Block (Local Network Improvement Plan) and highway maintenance.
- (9) Notes the approach to managing a pool of reserve schemes which could be accelerated if required during the programme life, as detailed in Section 6.
- (10) Note the next steps detailed in Section 7.

1. Purpose

- 1.1 To gain approval for the Programme Level Business Case of City Region Sustainable Transport Settlement (CRSTS) as required by Government and to agree local approaches to assurance, monitoring and governance.

2. Background

- 2.1 As detailed in the report to September 2021 WMCA Board, CRSTS is a five-year capital settlement between April 2022 and March 2027 aimed at supporting the region in delivering a sustainable transport investment programme. The fund is overseen by DfT and provides an opportunity to plan transport investment over a longer time horizon than has previously been possible. This principle aligns well with the planned publication of a new Local Transport Plan (LTP). Following the Board meeting in September, WMCA submitted an ambitious, over-programmed bid to DfT for consideration which totalled £1.73bn. This included £262m of funding which had previously been awarded to the region or could have been expected anyway.

2.2 The Financial Monitoring Report to the November 2021 WMCA Board included an update on the settlement and confirmed the headline allocation awarded to WMCA was £1.050bn, resulting in £788m new money to the region. DfT subsequently issued further guidance and advised that the allocation was 'indicative'; to be firmed up as part of the review and acceptance of a final programme level business case.

3. Developing a revised West Midlands CRSTS programme and Business Case

3.1 In parallel to guidance being issued the Secretary of State for Transport has also written to re-emphasise the importance of including extensive active travel and bus priority schemes within the programme, and that failure to do so could result in the initial funding allocation being reduced. It was also advised that areas eligible for CRSTS funding would be unlikely to also receive capital funding for bus infrastructure proposals included in their Bus Service Improvement Plan (BSIP) submissions, and that these projects should be considered for CRSTS funding where appropriate.

3.2 It is important to note that WMCA's overall ask against the BSIP fund was originally in the region of £450m, with £245m of bus priority capital measures. Together with the inclusion of Highway Maintenance, Integrated Transport Block and the final year of Transforming Cities into the CRSTS fund, the ability to fund the full extent of the aspirations of the region from the remaining CRSTS balance is severely constrained. Reaching a financially balanced programme has therefore required a significant degree of prioritisation.

3.3 To achieve this TfWM and LA officers have undertaken an exhaustive process to develop a revised CRSTS programme for submission to WMCA Board for approval in advance of submission to Government.

Stage 1: As BSIP capital funding was unlikely to be available bus infrastructure schemes were added to a refreshed list of CRSTS proposals. As CRSTS is the only significant source of funding available for transport projects over the next 5 years and construction cost inflation has increased significantly a further call was also made to ascertain whether any existing WMCA led schemes were experiencing costs pressures (noting that the WMCA only holds minimum levels of financial reserves). Once this revised "long-list" was compiled a further round of prioritisation was undertaken.

Stage 2: Based on both local (LTP) and national criteria the following prioritisation categories were then developed and used to generate the final programme:

CRSTS Objectives	Levelling-up	
	Economy	Economic outcome (VfM)
		Transport Inequality
		Sustaining economic success
		Other economic benefits
Contribution towards carbon objectives		
Deliverability	Physical deliverability	
	Number and significance of dependencies on and to other schemes	
	Scheme maturity (e.g. readiness)	

- 3.4 Stage 2 was an iterative process with Officers from each authority being charged with undertaking extensive liaison with their respective Members. The Strategic Transport Board also considered and agreed a number of planning principles early in the process which provided a framework for the process. This included confirmation of clear recommendations to include an uplift of 21% and 18% respectively in the Local Network Improvement Plan (the replacement for Integrated Transport Block) and highway maintenance funding.
- 3.5 The resulting schedule of funded schemes is summarised in Appendix 1 and follows the structure of the previous submission to ensure alignment with policies and objectives detailed in the new Local Transport Plan (LTP). The LTP sets out six “Big Moves” to transform the transport system and the CRSTS delivery themes are matched to these. The consultation draft of the LTP Core Strategy is also being considered under a separate report by the January CA Board meeting. The CRSTS programme represents the core element of a single integrated transport investment programme that will deliver the first 5 years of local transport activity under the statutory LTP.

4. WMCA Financial and Delivery Resilience

- 4.1 Throughout the process, DfT have been clear that CRSTS will be the only significant source of capital transport funding for the region until March 2027.
- 4.2 The financial monitoring report to WMCA Board in November 2021 noted that in developing the final CRSTS programme, there will need to be adequate consideration to ensure existing Transport programmes are managed in a way which allows prudent financial management to be exercised. This included noting that those programmes must remain financially resilient in the context of the current difficult delivery environment. This is an environment where all national and regional delivery bodies are seeing significant cost pressures as a result of various factors, including the on-going pandemic, global supply chain constraints, competition for labour, excess material and labour inflation and wider economic pressures.

- 4.3 WMCA are particularly exposed to these macro-economic factors due to it having severely limited financial resources which it can direct at its own discretion. This means cost escalations on directly delivered programmes are difficult or impossible to accommodate. In essence, whilst the WMCA is a recipient of significant sums of grant funding, all future incomes and grants are completely committed / tied to the delivery of specific outputs; including direct delivery of projects and grants to Local Authorities made as part of the Investment Programme. The relatively modest value of reserves WMCA did hold to manage fiscal shocks against the capital programme were fully committed against cost escalations which were documented in the November report.
- 4.4 As the WMCA has no other source of funding or long-term income, should any of these macro-economic pressures manifest themselves in additional cost to existing WMCA delivery programmes, the only available options to fund these pressures are:
- The CRSTS grant funding (subject to appropriate programme change control processes at a regional level and via any HMG governance); and/or
 - To release resources by revisiting the commitments made to fund schemes funded as part of the investment programme; and/or
 - Direct financial resource from the seven Constituent Local Authorities as under-writers of the Combined Authority.
- 4.5 Following discussion by the Financial Directors and Section 151 Officers of the WMCA and constituent local authorities it was concluded that in such an event, where unavoidable cost pressures emerge on WMCA transport schemes, these should be imported into the CRSTS programme to ensure the delivery of existing programmes. This would be undertaken in a transparent manner using the Single Assurance Framework to provide the necessary assurance and governance for such decisions. There is also likely to be a requirement for HMG approval through a change control mechanism which has not yet been specified by HMG.
- 4.6 The consequence of any re-programming of the CRSTS portfolio may mean that schemes towards the later part of the programme will be deferred into the post 2027 CRSTS period, but will remain as priorities for delivery as and when funding becomes available.
- 4.7 In practice with the CRSTS programme financial resilience will be managed through the operation of a broad 'soft-contingency' policy across the programme which means that ALL Final Business Case approval is subject to programme affordability. This will be implemented so that:
- Up to the end of year three of the programme no Full Business Case will be approved if the total hard contractual programme commitments would reduce the uncommitted programme value to below £100m (after the whole programme life TCF, Local Network Improvement Plan and highway maintenance allocations have been accounted for); and

- During years four and five of the CRSTS programme Full Business Cases will only be approved beyond the £100m soft-contingency threshold on the basis of a formal programme risk analysis. This will be informed by recommendations from the WMCA Finance Directors group and approved through the WMCA SAF governance. This will adopt the principles of a tapering down of the soft contingency sum from £100m towards zero in a way that will ensure the full programme allocation can be spent within the programme delivery period.
- 4.8 The status of the above process will be included in the quarterly and annual reporting and monitoring to STB, CA Board and HMG respectively.
- 4.9 The recommendations within this report request that WMCA Board accept the principle of managing the programme with a 'soft contingency' to ensure existing WMCA programmes are delivered.

5. Assurance, Governance and Monitoring

5.1 The CRSTS fund will be operated through and be fully compliant with the WMCA Single Assurance Framework (SAF).

5.2 It is proposed that the WMCA SAF will be augmented by requirements for additional transport information. This is in order to ensure compliance with the CRSTS funding objectives and to provide additional assurance over the ability to make the right interventions at the delivery pace required over the five year programme. These are detailed in the appended full programme business case, but include the requirements for each scheme to demonstrate as appropriate:

- **Alignment with Local Transport Plan and national CRSTS funding objectives:** Each business case will provide a specific analysis of impact against the objectives for the regional transport policy and of the funding.
- **Direct benefits to cycling and active travel:** Specific emphasis has been placed by HMG on accelerating cycling and active travel measures. These are reflected in West Midlands LTP policy and recognised as the type of measures required to help de-carbonise the transport system. Each project will set out how it can, where appropriate, provide a relative advantage to pedestrians and cyclists over other modes, evidencing how it achieves this in compliance with HMG's formal LTN1/20 guidance.
- **Direct benefit to public transport and in particular bus travel:** Specific emphasis has been placed by HMG on providing priority measures to support reliable and effective bus services. These are reflected in West Midlands LTP policy and recognised as the type of measures required to help de-carbonise the transport system. Where not providing another targeted CRSTS or LTP outcome each CRSTS funded project will seek to provide a relative advantage to public transport over other modes and evidence how it achieves this, detailing where appropriate specific bus priority measures and their impact on journey time reliability and traveller experience.

- **Support measures for behaviour change, road safety and network resilience:** The CRSTS bid included specific line items for funding to support a number of joint regionwide initiatives which would improve the road safety, behaviour change and network resilience impact and outcomes of individual projects and programmes. These outcomes remain critically important, but in response to the pressures of reaching a financially balanced programme it is has now proposed that each funded scheme will allocate an element of its delivery activity to achieving these outcomes. In developing each project business case the scheme promoters will liaise with the relevant TfWM teams and regional groups. Each project business case will set out what engagement has been undertaken and what specific measures will be implemented to deliver the relevant outcomes.
- 5.3 All the above requirements can reasonably be accommodated by scheme promoters as part of the production of their scheme business cases and considered as the scheme progresses through the WMCA SAF Governance.
- 5.4 In view of the volume of work that is likely to be generated by CRSTS it is also proposed to create a capacity for the Investment Panel function to consider all transport decisions being progressed through the SAF. This will be developed in conjunction with the WMCA Director of Law & Governance and will ensure recommendations to the WMCA Investment Board are informed by appropriate technical transport expertise. This will include representatives from finance and transport from each of the constituent authorities.
- 5.5 Two key elements of the CRSTS programme will be subject to a simplified en-bloc approval process which the WMCA will process through the system at the earliest opportunity following confirmation of the CRSTS grant by HMG.
- **Highway Maintenance Block:** This is effectively a doubled devolved £120.4m funding component of CRSTS which will be delivered through the local highway authorities (representing an 18% uplift). Each LHA will lead on any procurement in line with Public Sector Procurement Guidelines. An annual monitoring report will be required (as per DfT guidance) from each LHA setting out how the funding has been spent and how the condition of the network has improved. These will be compiled to form a regional view as part of the overall CRSTS monitoring and reporting. An annual allocation will be confirmed by the WMCA Board in-line with the overall five year programme allocation.
 - **Local Network Improvement Plan:** The replacement funding for the Integrated Transport Block. A light-touch approach is required for this to reflect the typically low complexity/low risk projects and often reactive nature of the works undertaken under this funding. A single WMCA SAF application will be processed by TfWM for the full £107.5m 5 year allocation (representing an 21% uplift), allowing it to be released in annual grants to each constituent LHA. A signed declaration will be required by each LA S151 Officer with a simple funding agreement setting out delivery reporting requirements. This will include basic quarterly financial returns and a short

annual monitoring report against a standardised format. This will set out what has been delivered supported by a small number of case studies showing how delivery aligns to Local Transport Plan and CRSTS funding objectives, as well as proposed delivery for the next period. These will be compiled to form a regional view as part of the overall CRSTS monitoring and reporting. An annual allocation will be confirmed by the WMCA Board in-line with the overall five year programme allocation.

- 5.6 The financial and WMCA SAF processes for the LNIP and highway maintenance funding cannot be progressed until HMG confirms the CRSTS funding and any specific funding conditions, and funding cannot be released until the funding is received by the WMCA. However, LHAs should proceed to plan their own activity and budgets on the basis of the above and the full programme business case appended to this report.
- 5.7 The final year of Transforming Cities Funding has also been subsumed into CRSTS. No changes have been proposed to the funding mix previously agreed by WMCA Board. This component of the funding will continue to be delivered compliantly to the WMCA SAF, as it has been thus far. The existing monitoring and evaluation approached required by DfT for this element of the funding will continue to be delivered by TfWM.
- 5.8 The CRSTS approach and guidance from HMG places considerable emphasis on public transparency over delivery, and on regional accountability for the delivery. There is clear direction that any lack of delivery pace and programme content could adversely impact funding during the latter part of the programme and in subsequent delivery periods. To help manage this a number of monitoring and governance mechanisms are proposed:
- **Monthly Officer review:** The existing Strategic Transport Officers Group (comprising the senior Transport Directors from TfWM and the LHAs) will consider a delivery, risks and exceptions update from each delivery body. This will take a programme level view across all the projects that each delivery body is progressing. Members and the Mayor will be informally briefed by respective Officers following this collective review. The Strategic Transport Officers Group will be supported in undertaking this work by a working group of delivery team representatives (the existing Transport Support Group).
 - **Quarterly Formal reporting:** Each delivery body will formally provide a quarterly monitoring return covering spend, delivery, risk and programme updates for each scheme which it is the promoter for and that has an indicative CRSTS funding allocation. This will be compiled, and a summary report formally considered by the Strategic Transport Board (Chaired by the WMCA Transport Portfolio holder and including Cabinet Members for each LHA as well a representation from the WMCA Transport Scrutiny Committee and Transport Delivery Committees). This reporting will also be shared with the Mayoral Office.

- **Annual Formal WMCA Board reporting:** An annual CRSTS progress and programme monitoring report will be prepared and submitted for consideration. This will address the delivery progress made and review the overall programme issues. It will set out any formal programme change proposals required to re-balance the overall programme (such as acceleration or deferral of elements of the programme). It will also make any recommendations for entry of new schemes to the programme. It will also agree the formal annual monitoring report return which HMG are understood to require, including any formal requests to HMG for programme changes. HMG's requirements have not yet been specified. In advance of understanding these the above process will notionally be undertaken to allow a report to be made to each January WMCA Board.
- **Exception reporting:** It is likely that during the life of the programme some matters will arise and need addressing outside of the above processes. These will be dealt with on an ad-hoc basis and escalated through the above chain to WMCA Board if required. These are likely to be triggered by changes within individual schemes which are identified and submitted through the WMCA SAF process (which sets limits and escalation points for changes in project scope, cost and delivery). It is only if any such project level issues create a programme wide issue that the exception route for the CRSTS programme will be exercised.

5.9 It should be noted that HMG is placing considerable emphasis on the monitoring of delivery and on project and programme outcomes. The WMCA will be required to sign up to any DfT requirements arising from their national evaluation programme. To support this a small allocation has been made within the overall programme which is equivalent of under 1% of the total new funding contained within the CRSTS programme. This will be used to undertake a single centrally operated Monitoring and Evaluation (M&E) programme for all activity and will provide data to support project development and delivery. This will enable delivery teams to focus solely on delivery, but will require each local authority to commit to engage with the central M&E function at an early stage during project planning. This will allow critical baseline data which is aligned to the project objectives to be collected in advance of delivery activity. Some particularly large or novel schemes may require additional M&E activity to be funded via the project, which will be identified and agreed as required through the various WMCA SAF decision points.

6. Reserve scheme list

6.1 The process of reaching a proposal for a financially balanced programme of £1.05bn has left a number of potentially impactful projects which were originally hoped to be funded by CRSTS seeking funding from other sources. In response to this a list will be maintained of high priority schemes to be held as 'reserve schemes'. These are schemes that if not funded from other sources could be accelerated into the core programme should a scheme in the core programme fail to deliver for some reason, or indeed deliver more cheaply than the indicative budget allocated to it.

- 6.2 These schemes will be reviewed and updated as part of the monitoring and programme governance and formally updated on an annual basis alongside the main review of the programme. No development money has been formally allocated to these schemes at this stage as many reflect a phased delivery approach where development activity is already covered in the core programme. In these cases, the scheme has been split with the remaining delivery to be prioritised for the subsequent delivery period. This has been proposed by the scheme promoter in order to enable a financially balanced programme to be achieved. However, several specific schemes merit mention as set out below.
- 6.3 The Balsall Common transport package (access enhancements and housing delivery) unlocks a significant amount of new homes which provide a regional contribution to housing need, supports the deliverability of the Solihull local plan and the continuing positive performance of the regional housing deal with government. Whilst not brownfield it does meet the core requirements of the WMCA Single Commissioning Framework (SCF), including the market failure test of our devolved housing and land fund monies, housing outputs and positive BCR and deliverability. An application for devolved land fund monies has been made by Solihull MBC through submission to WMCA in December 2021 of a Strategic Outline Business Case and an Expression of Interest. The process has begun with WMCA Housing and Regeneration team of working that through the necessary due diligence and appraisal requirements with an aim of it going to Investment Board for approval later in 2022. In the event that the SCF does fund the scheme it will be removed from the reserve list.
- 6.4 The Kerseley sustainable transport access scheme is similar to the Balsall Common scheme above in that it unlocks a significant number of new homes which provide a regional contribution to housing need. It is at a relatively less mature level of business case development, but also appears to have real potential to meet the core requirements of the WMCA Single Commissioning Framework (SCF), including the market failure test of our devolved housing and land fund monies, housing outputs and deliverability. An application for devolved land fund monies will be made by Coventry City Council with an aim of it going to Investment Board for approval later in 2022. In the event that the SCF does fund the scheme it will be removed from the reserve list.
- 6.5 Aldridge Station scheme has been included in the core programme for complete delivery by the back end of the programme. Over the first one to two years of the programme detailed development and programme work will be completed on the scheme alongside the development of a detailed programme business case. Following this work if there appears to be risk that the project may actually be better delivered in the subsequent delivery period then the A41 Moxley Junction scheme in Walsall (a phased delivery scheme with later elements of the project in the reserve list) will be accelerated to allow a higher level of delivery within the current programme period.

7. Next steps

- 7.1 HMG have asked for the full programme business case for CRSTS to be submitted by the 14 January or shortly thereafter for their further consideration.
- 7.2 Securing confirmed funding of £1.05bn would provide a great opportunity for the WMCA area to bring forward schemes which would not otherwise have been possible. There is a significant amount of delivery work contained within the programme and local delivery teams will need strengthening to do this within a timely fashion to the delivery profile which the region will be committed to. Monitoring and Evaluation will also be important as we will need to demonstrate impact of funding and delivery progress to inform future settlement rounds.
- 7.3 It is important to note that the programme level business case indicates only indicative allocations to schemes and does not constitute the final approval of any individual scheme. In most cases, scheme approvals will be carried out locally via the WMCA's Single Assurance Framework. Some larger or more complex schemes (typically those over £50m) are likely to be retained by DfT for final sign-off and approval. This will be advised formally by HMG in due course. For retained schemes, a separate Final Business Case will be required for DfT sign off.
- 7.4 It is expected that following submission of the programme level business case HMG will revert with further questions and clarifications. Addressing these may require some changes to the programme business case and programme schedule. It is not likely that HMG will issue a formal Grant settlement letter or statement until any questions have been resolved, and this is likely to be later in February or early March 2022.
- 7.5 The process of resolving any HMG queries is not likely to fit with the formal WMCA Board reporting timescales, Officers across the TfWM and the Local Authorities will continue to work as one team and each Officer will continue to brief their respective Members throughout this period and take direction as responses are formulated. Additionally, the Strategic Transport Board will be briefed on progress at each of its scheduled meetings throughout this period. This report formally seeks delegated authority to the Executive Director of Transport for West Midlands and WMCA Finance Director, in consultation with the WMCA Mayor and the Portfolio Holder for Transport, for any final adjustments which are required to the programme and associated documentation. These will be made as required as the WMCA continue to liaise with DfT and HMT after submission in order to confirm the programme and secure a full grant confirmation from HMG.
- 7.6 A report is planned to the 18th March WMCA Board to provide an update on the process and seek approval to confirmed programme and formal acceptance of a grant settlement from HMG.

8. Financial Implications

- 8.1 The Financial Implications are set out in the report.

9. Legal implications

- 9.1 There are no direct legal implications arising in regard to the recommendations set out in the report. Notwithstanding this, Legal notes that the capital projects identified in respect of the Settlement will require legal support and assistance to facilitate the delivery of those projects. Given this, legal will assist and support as necessary particularly in ensuring that funding agreements between the parties set out terms and conditions on which the funding is being made available by WMCA. The WMCA will need to ensure that decisions around programming after agreed allocation follow the usual principles of good governance including transparency, equitability and proportionality.

10. WMCA Assurance & Appraisal Implications

- 10.1 An assurance and appraisal exercise was completed on the draft programme level business case in accordance with the WMCA SAF protocol. A further review will be conducted when an updated business is available following any further negotiation with HMG.
- 10.2 The potential risks brought forward by this programme are detailed in the appended draft programme business case. There are a number of risks that have been highlighted by the Appraisal team and shared with TfWM based on the draft Business Case. These would need to be considered further and appropriate mitigations developed. Reassuringly, it is expected that detailed project risk registers will be developed by the individual projects and these will be monitored regularly by the Programme SRO and Programme team. Key risks identified at this stage include:
- Uncertainty of travel behaviour in the context of a post Covid-19 where public transport patronage is generally suppressed
 - Ambitious programme – the PBC recognises that its scope is ambitious. In order to enhance deliverability, the strategies and tools within the management case (i.e. risk register, schedule and Costs, M&E plan) need to be actively monitored through to project implementation.
- 10.3 The potential opportunities of this programme are:
- Foreign Direct Investment (FDI) - As the third most attractive region in terms of FDI further improvements are essential to the WM transport system in order to remain attractive for future investors.
 - Emerging regional sectors – Both Low Carbon Technology and Rail Technology are ever-growing sectors within the WM. This expertise can both channelled and improved during the delivery of this programme is WM suppliers are used.
 - Contribution to #WM2041– between 2016 and 2018, 70% of trips (2.3 bn trips) were made by car, in order to reach the objectives of #WM2014 this figure will need to decrease. Better-connected, improved and greener transport initiatives can contribute to these objectives.

- Better-connected region – If all projects are delivered, the West Midlands will be a better-connected region which aligns to the Strategic Objectives of the WMCA.
- Future funding for transport – Successful programme delivery will demonstrate to Central Government that the WMCA and its partners is spending funding effectively, this can be used as evidence to leverage future funding.

10.4 Assurance and Appraisal Recommendations:

- Assurance and Appraisal to review again prior to the CA Board adopting the final programme and accepting the CRSTS grant, with findings used to update the programme documentation.
- A critical success factor of the programme should be to minimise trips made by car (currently at 70%). This measurement should be included within the Monitoring & Evaluation plan and annual reporting to WMCA Board.

11. Equalities implications

- 11.1 The proposed programme is likely to help support connectivity and improve the transport network, with a subsequent positive equality impact. At design stage individual schemes would need to undergo equality impact assessment to ensure equality considerations are embedded. Following confirmation of the funding allocation a full programme level business case will be required by HMG and this will include a comprehensive equalities assessment.

12. Inclusive Growth Implications

- 12.1 The schemes for investment have been selected by theme and location and ensure that many of the region's most underinvested places are prioritised. This potentially covers several of the inclusive growth fundamentals:
- Climate resilience: resulting from investment into low carbon modes of transport and demand reduction.
 - Connected Communities: creating the right sort of mobility for the right places, based on social links as well as economic ones.
 - Health and Wellbeing: making it easier to choose active travel modes and improving air quality.
 - Equality: ensuring that people can access mobility regardless of where they live in the WMCA area.
 - Inclusive Economy: ensuring that people can travel quickly and conveniently to employment opportunities.
- 12.2 As this proposal will not be funded in full, it is important consider the programme match against the final allocation, to ensure that areas with the greatest need are not disadvantaged. Any areas not benefiting from direct CRSTS investment should be considered for application of other funding pots wherever possible.

13. Geographical Area of Report's Implications

- 13.1 The report encompasses the West Midlands region. The Settlement is specifically targeted at the constituent authority area, with existing Integrated Transport Block and maintenance funding for this area being wrapped in and the fund being attached to a requirement for a refreshed LTP.
- 13.2 Notwithstanding this many of the identified initiatives provide significant benefit to the wider travel to work area, and as the LTP is refreshed continued dialogue will be held with non-constituent Transport Authorities to ensure good alignment and synergy between priorities and investment proposals.

14. Other Implications

- 14.1 There are no other implications

APPENDICES:

- **Appendix 1:** Summary of the West Midlands CRSTS programme
- **Appendix 2:** Copy of the draft CRSTS programme level business case for submission to HMG

Appendix 1: Summary Schedule of the West Midlands CRSTS programme

Programme Title	Value Award sought (% of CRSTS)	Programme Overview
Supporting Inclusive Growth	£192m (18%)	<p>Programme focused on driving inclusive growth and jobs, levelling up and housing delivery on six high priority corridors. Elements include:</p> <ul style="list-style-type: none"> - Corridor improvements to support connectivity between Smethwick and Birmingham. - East Birmingham to Solihull transport investment including sustainable travel improvements, A45 segregated cycle route, improved access to major employment locations and development work to progress Rapid Transit options - A package of improvements between Walsall and Wolverhampton including improvements to the A454, sustainable access enhancements to the new Darlaston and Willenhall Stations and improvements to walking and cycling in Wolverhampton City Centre. - Sprint A34/A45 Phase 2 to deliver the full priority measures in the Black Country and Solihull. - Improve interchange facilities at Dudley Port and sustainable access improvements to the new Metro stops on the Wednesbury to Brierley Hill line.
Connecting our Places	£416m (40%)	<p>Programme to build on public transport investment and boost connections across our key centres and corridors. Deliverables include:</p> <ul style="list-style-type: none"> - Developing our Metro ambitions with a package of investment comprising essential renewals to sustain operations on Line 1 between Wolverhampton and Birmingham and work to develop the case and begin delivery on new routes across Birmingham and the Black Country. - First Coventry VLR route from Coventry Rail Station to City Centre (subject to R&D phase). - Support for the Very Light Rail Innovation Centre in Dudley. - Delivery of bus priority measures on a number of Cross City routes supporting the ambitions set out in the Bus Service Improvement Plan (BSIP). - Improved bus connections between Solihull Town centre and UKC. - A package of transport infrastructure enhancements to support Sutton Coldfield Town Centre - Enhanced Demand Responsive Transport Services. - A new station at Aldridge. - Developing the case for a number of new stations across the conurbation including key priorities such as Tettenhall in Wolverhampton. - New P&R facilities - Development work on Solihull and Snow Hill Stations
Healthy Streets and Spaces	£103m (10%)	<p>Package contains measures aimed at encouraging more active travel and reducing the volume of trips made by car to improve health and reduce environmental impacts. Highlights include:</p> <ul style="list-style-type: none"> - A range of walking and cycling improvements (including segregated cycleways) across a number of corridors in the Black Country, Birmingham, Solihull and Coventry. - Sustainable access improvements at a number of key locations across the West Midlands including Birmingham, Dudley and Stourbridge.

Creating Resilient Networks and Communities	£238m (23%)	A programme to ensure our highway networks utilise the latest technology and methods to operate and function effectively and safely. Initiatives include: <ul style="list-style-type: none"> - The maintenance of our highways and structures. - Improvements to key corridors such as A444, A461, A41, A4123 and A449 for walking, cycling and bus users.
Delivering a Green Revolution	£46m (4%)	This programme builds on the many other de-carbonisation initiatives across the other programme themes (including public transport and active travel measures) and delivers a series of critical new capabilities. It aims to accelerate green technology by working with the private sector to deliver infrastructure to build consumers' confidence in zero-emission vehicles such as Ultra-Rapid Charging Stations, on-street charging points and charging points in key centres. This programme also directly supports the EV agenda and wider regional priorities for a Gigafactory, providing enhanced access to this key development location.
Making Behaviour Change Easy	£48m (5%)	Programme of initiatives to build upon and scale-up work supporting behaviour change. There is a focus on initiatives which aid transport interchange between modes and services and make sustainable travel choices easier and more accessible for all. Significant initiatives under this theme include: <ul style="list-style-type: none"> - Delivery of contactless payment capping using debit card or phones across all public transport operators and modes ensuring passengers get the best value fare possible. - Delivery of Mobility Hubs which bring all relevant transport choices into one accessible place with other key services such as pop-up businesses or community services. These particularly support local neighbourhoods and local centres with sustainable travel options and more choice.
Data and Programmes	£7m (1%)	Programme to support the monitoring and evaluation of CRSTS programme. Investments made will help to unlock future funding by enhancing the evidence base to justify future scheme development and delivery.



West Midlands City Region Sustainable Transport Settlement
DRAFT CRSTS Programme Level Business Case | January 2022

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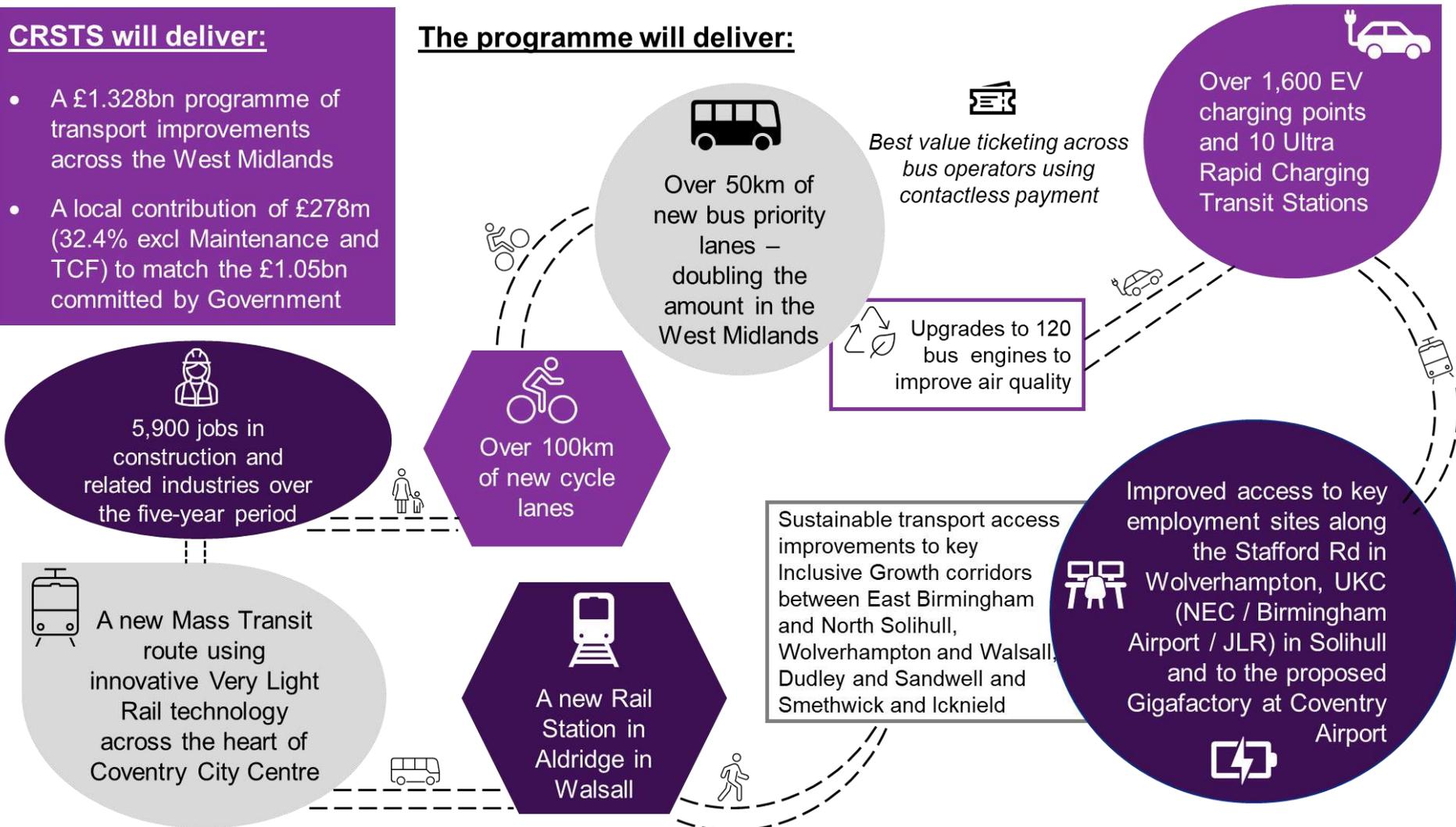


1 Executive Summary

CRSTS will deliver:

- A £1.328bn programme of transport improvements across the West Midlands
- A local contribution of £278m (32.4% excl Maintenance and TCF) to match the £1.05bn committed by Government

The programme will deliver:



2 Foreword from the Mayor and Transport Portfolio Lead

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TO BE COMPLETED ONCE THE BUSINESS CASE HAS BEEN APPROVED



Andy Street

Mayor of the West Midlands



Councillor Ian Ward

**Portfolio Lead for Transport
Leader of Birmingham City Council**

3 Introduction

The City Region Sustainable Transport Settlement (CRSTS) is a new, consolidated fund for local transport investment in England's eight large metropolitan areas. The UK Government has committed at least £4.2bn of new money over the next five years, from financial year 2022/23 to financial year 2026/27. Existing funding for small scale transport capital improvement schemes and highways maintenance will also be rolled into CRSTS as a move towards greater consolidation of transport capital funding streams.

This business case sets out the West Midlands Combined Authority's proposed CRSTS programme of transport investment – to be delivered through Transport for West Midlands (TfWM) and our constituent Local Authorities. This programme is designed to move us towards the ambitious vision set out in our recently refreshed Local Transport Plan Core Strategy¹ for a greener, more active, fairer and economically successful West Midlands, whilst taking strides towards our 2041 carbon neutral target as part of the #WM2041 initiative.

Our sincere hope is that CRSTS will enable an ambitious rolling, multi-decade strategic investment programme – prioritised and delivered locally under a devolved funding regime. This must move the dial in addressing local and national objectives, in particular the levelling up agenda which is so critical to one of the regions hardest hit by COVID. Anything less risks us trading water and missing the opportunity to invest in programmes complementary to key national initiatives such as HS2.

Our £1.05bn programme is less than we need to make the necessary level of change, but will enable major progress, such as delivering over 50km of new bus lanes (doubling the amount in the West Midlands) to help buses provide a better service; over 100km of new cycle lanes to help people continue with more active travel habits; and measures to help electrify our transport system and make it cleaner. We are committed to these changes and will be investing £278m of local contributions, evidence of the priority we place on transport in the West Midlands. This will deliver a £1.3bn programme of transport investment over five years. The investments range from essential maintenance and renewals to keep our transport network moving, through extensive active travel and community-focussed improvements, to innovative and transformational projects such as Coventry Very Light Rail, Bus Rapid Transit improvements and improvements to our public transport smart ticketing system.

With an established tradition of working to improve transport as a region the West Midlands is well placed to deliver this change programme. It is building on a track record of delivery and ambitious improvements that have already been made. Many of our city and town centres are already relatively well served by existing or committed public transport improvements. Cycle super highways and road-space reallocation is already part of our design and delivery language. This programme has a significant focus on levelling up some of the areas of the transport system that haven't yet benefited from such measures and on tackling the 85% of trip making that is not or from our centres and is currently mostly undertaken by car. In designing the programme we have paid particular attention to the Government's own De-

¹ The West Midlands Local Transport Plan core strategy is currently undergoing statutory consultation.

carbonising Transport plan and Future of Mobility Urban Strategy to ensure the measures in this plan align with this policy. Our programme represents a balanced approach of some improvements to key radial routes, with targeted improvements in the wider network and a number of cross cutting joint initiatives that will provide benefits across the West Midlands.

Picture 1: Prime Ministerial visit to the West Midlands



The interventions have been carefully selected to maximise growth outcomes, enable modal shift, and improve accessibility – especially in traditionally under-served and deprived areas of the region. We are acutely aware that the pandemic has exacerbated some of our longstanding economic challenges around inequality, poverty, and poor health. Transport investment through CRSTS will play a critical role in opening up opportunities for communities across the region, to allow us to quickly regain growth momentum and avoid long-term economic scarring.

Investment in the West Midlands is also good for the country. Our central location at the heart of the UK's transport networks – 90% of the UK population is within a 4-hour train or car journey – means that transport improvements in the region translate into widespread benefits for the country and the union at large.

The delivery of the CRSTS programme will build on WMCA's long track record of partnership working, successful delivery, innovative solutions and our robust and well-established

governance and decision-making process for transport investments. These have been developed and strengthened following the agreement of our two devolution deals in 2015 and 2017, and during delivery of our £8 billion 30-year Investment Programme and Transforming Cities Fund – including expansion of the Midland Metro extensions, our first Sprint Bus Rapid Transit route, and new rail stations at Perry Barr and University. Investments under the CRSTS programme will also align with previously identified growth opportunities for our economy to help deliver jobs and productivity growth for our region, including in our emerging ‘Future of Mobility’ cluster.

CRSTS is not the only funding route available for delivering West Midlands’ transport priorities. Our CRSTS programme has been developed to avoid any double counting of funding asks. The schemes described in this business case will be delivered as part of a single integrated transport programme alongside other secured or future funds – the Levelling Up Fund, Bus Service Improvement Plan, All Electric Bus Cities, Active Travel, Major Road Network and Large Local Majors, local EV charging infrastructure funds.

Particularly important amongst these other funds is the Bus Service Improvement Plan. Although we acknowledge that the national funding being attached to these is less than planned for, our plan remains sound and will be used to guide how we progress reform of bus services in the region. We consolidated our £1.7bn CRSTS bid and £245m BSIP capital ask into one balance capital infrastructure that matches the £1.05bn regional allocation, which represents approximate £788m of new money to the region. Despite this challenge we will still deliver over 50% of bus priority outputs envisaged in the BSIP plan for this period. What is now critical to the region is support for the revenue elements of BSIP and a concerted joint partnership effort between the region and Government to support bus service provision through the remainder of the COVID impacts and recovery.

The remainder of this business case is structured as follows:

- [Section 4](#) sets out the Strategic Case for the CRSTS programme, outlining the case for new investment in the West Midlands and how the programme is aligned to local and national policies and objectives.
- [Section 5](#) sets out the Economic Case for the CRSTS programme, outlining the economic benefits that can be expected from the programme and the value for money that it provides.
- [Section 6](#) sets out the Commercial Case for the CRSTS programme, demonstrating that the proposed scheme is commercially viable and confirms that there is a procurement strategy available that can be used to engage the market.
- [Section 7](#) sets out the Financial Case for the CRSTS programme, outlining the potential expenditure of the proposed programme and demonstrating that the programme is affordable.
- [Section 8](#) sets out the Management Case for the CRSTS programme, describing how the programme will be managed and delivered. In accordance with Department for Transport’s

(DfT) requirements, it presents details of dependencies, governance structure, programme, assurance, risk, stakeholder management and evaluation.

4 Strategic case

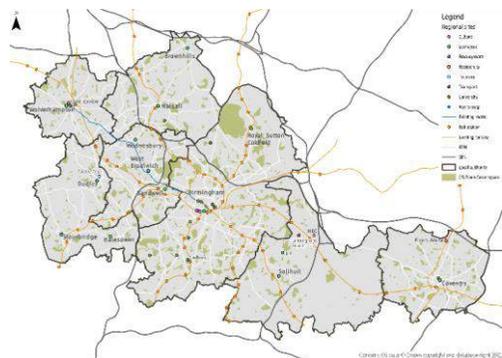
4.1 The West Midlands economic context

The West Midlands (WM) city region is the largest MCA area in the country; home to 3.0 million residents and 91,150 businesses which employ 1.3 million people and generate £70.3bn per annum in GVA. Between 2010 and 2018, output in the WMCA grew by 2.5% on average YoY (compared to the national average of 2.4%) and the age profile of the area is young, with a quarter of residents aged under 19, the highest share of young people of all UK metropolitan areas. The West Midlands is one of the fastest growing regions in the UK, with our population set to increase by 440,000 people by 2035, requiring 165,000 new homes and a step-change in our transport network's capacity and connectivity.

Our region competes on a global stage; with our economy characterised by high exports (particularly in machinery and transport goods, which represent 71% of all goods exports compared to 41% nationally) and significant Foreign Direct Investment (between 2015/16 and 2019/20 the WM region ranked 3rd behind London and the South East as a location for FDI), both are underpinned by the strength of our existing strategic domestic and international connections. Indeed, the economic geography of our city region is a significant asset, with Birmingham city centre at its heart and the two fast growing cities of Coventry and Wolverhampton. These have significant economic potential that could be unlocked through investment in better connectivity (see

Figure 1). The surrounding areas of southern Staffordshire, Warwickshire and north Worcestershire bring complementary strengths in terms of business, housing and leisure offers. The region's central location at the heart of the road and rail network, together with Birmingham Airport, means that it is well connected to the rest of the UK and international markets.

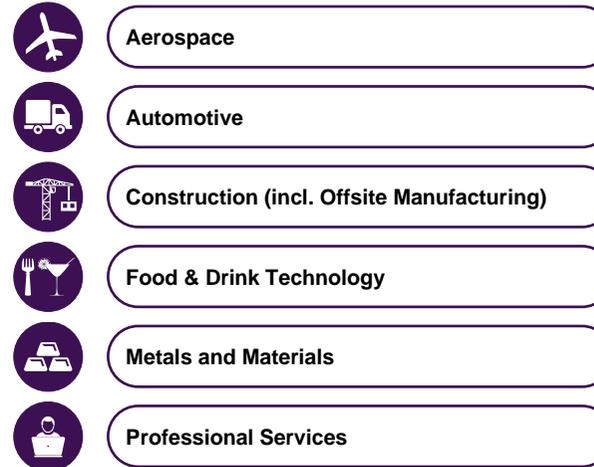
Figure 1: Map of City Region



Our distinctive sectoral strengths, from world-leading automotive and aerospace innovation, green technology to health and life sciences, are globally competitive and set us apart from other regions.

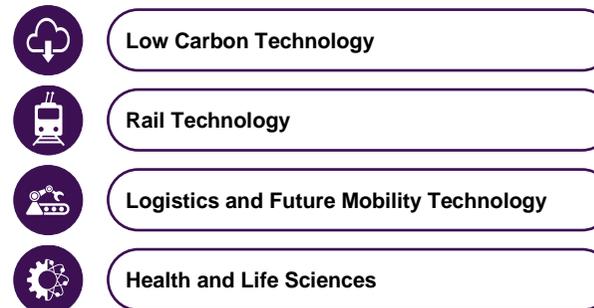
Figure 2: WM Sectoral Strengths

Current Regional Strengths include:



West Midlands' key sectors punch above their weight across many performance metrics, including their productivity and employment contribution. For example, 25% of the UK aerospace sector is based in the Midlands and 10% of all UK aerospace jobs. The region is also at the forefront of shaping the future of mobility in the UK, employing 180,000 people in the transport technology sector (2.5x more than any other region).

Emerging Regional Strengths include:





Creative

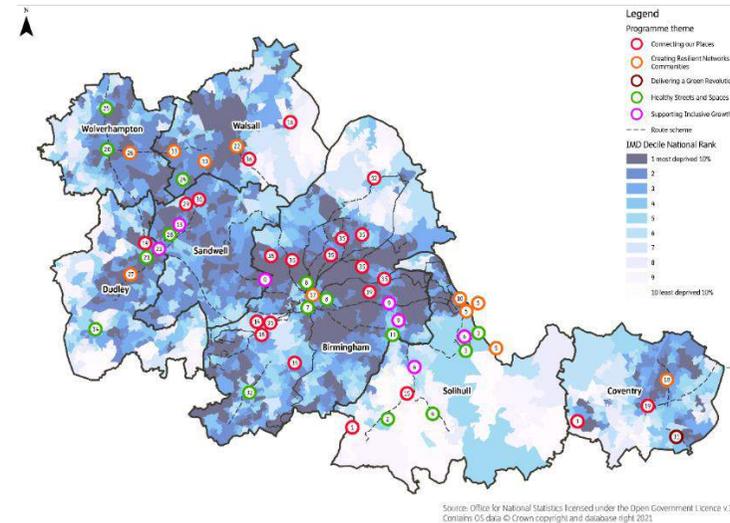
The West Midlands is home to some of the most innovative businesses in the UK, owing to the strength and resources of our universities, science parks and research institutes (the region educates 160,000 students each year with c50% studying STEM related subjects), together with the skills of our workforce and transport connections, which together promote a rich environment for innovation and R&D. We attract £398 per head of private sector R&D investment (ranking 3rd amongst regions in the UK) whilst receiving less than £83 per head of public sector investment (ranking last amongst regions in the UK). The West Midlands has also consistently been a hot bed for innovation and entrepreneurship, with strong one-year enterprise births growth to 2019 (+16.4% versus 5.4% at the UK level) and higher overall number of enterprise births than the UK average (the WM has 67 enterprise births per 10,000 population compared to 58 at the UK level).

Prior to the COVID-19 pandemic, the West Midlands experienced 9 years of steady growth with a boom in the business and professional services sector; technology-driven manufacturing and city centre construction growth. Our manufacturing base was becoming more productive and the automotive sector was responding to the challenge of a carbon neutral future.

4.1 The case for change (economic)

However, whilst we are in a strong position to leverage our economic strengths, we must also address the emerging effects of the pandemic and tackle some of our longstanding economic challenges to level up all areas of the West Midlands. These challenges include pockets of inequality, entrenched poverty, youth unemployment, lower skills and poor health outcomes. As we invest in the future, we must ensure that all communities across the region can access economic opportunity and play their full part in maximising the growth potential of our region, with transport investment under our CRSTS playing a critical role in opening up those opportunities.

Figure 3: Map of Deprivation in the region



Across the West Midlands, we have several pockets of significant deprivation (see Figure 3). Overall, 19.2% of WM LSOA's sit in the 10% most deprived areas in the UK, however, this figure rises to 41% in Birmingham neighbourhoods, followed by Walsall at 26% and Wolverhampton at 21%. The distribution of gross income in the West Midlands is also unequal – 72% of people have a total income below the regional average of £23,200 (the national average is £24,400). TfWM is striving to address these issues, and recently invested significantly in affordable and high-quality transport connections across the region. The investment associated with the CRSTS programme will enable us to continue to reduce the cost of living and barriers to employment for some of our most deprived communities.

Whilst COVID-19 has exacerbated many of these challenges and has impacted the region's service and export based sectors the most, there remains a unique opportunity to build back better from the pandemic, and ensure we carry forward the reputation for economic success the region has built in the new millennium. It is critical that we quickly regain this growth momentum, to avoid a steep rise in unemployment and long-term economic scarring. Moreover, the region is home to sectors of national importance such as advanced manufacturing, automotive and the business and professional services sector – ensuring a strong recovery in the West Midlands will support the wider growth of the nation.

4.2 The West Midlands transport context

The West Midlands' central location positions our region at the heart of the UK's transport networks and international connections. Strong transport connectivity is vital to the economic prosperity of our region, supporting the productivity and growth of our key strategic sectors

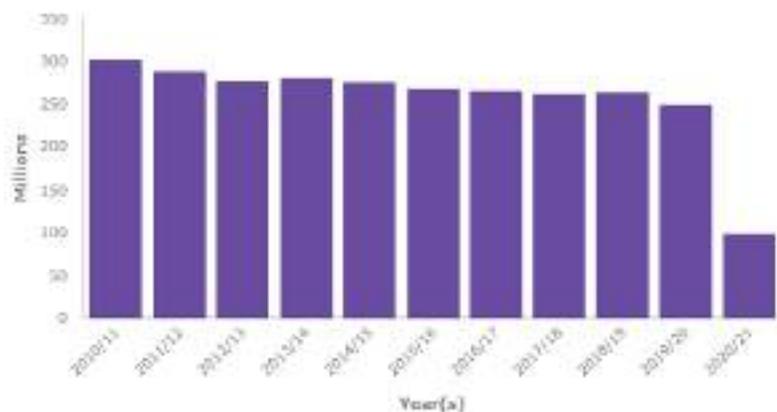
(including aerospace, professional services and transport), as well as providing our most deprived communities with improved access to economic opportunities.

Between 2016 and 2018 there were 2.3 billion trips made in the West Midlands, 70% of which were made by car, 10% via public transport, comprising bus (8%), rail including West Midlands Metro (2%) and 20% via active travel. This compares to 61% of trips being made by car nationally, alongside 7% via public transport, 29% via active travel and 3% via other modes in 2018 (based on National Travel Survey data).

4.2.1 The case for change (transport)

Recent investments in the West Midlands Metro will triple the networks size, linking Wolverhampton and Dudley with the heart of Birmingham City Centre and carrying 30 million passengers per annum. Nevertheless, bus remains the prime mode of public transport for our residents, and particularly for those without access to car, making up around 259 million journeys in the West Midlands in 2017/18. Unlike other city regions outside London, the West Midlands benefits from limited fragmentation of bus services, with 94% of bus journeys provided by a single operator; National Express. National Express works closely with TfWM, alongside local councils and other bus operators as part of the West Midlands Bus Alliance to ensure services are integrated across the region. We also benefit from one of the safest public transport networks in the UK, with crime rates on our bus network reducing by 60% over the last decade. However, much like the rest of the country, we have faced a long-term decline in bus patronage. Notwithstanding recent positive changes, we have seen changing behaviour patterns (preferences to travel by car), increasing cost of bus fares relative to motoring costs, and declining service coverage (in part because of declining bus speeds), with bus boarding's falling by 2% year-on-year in the 10 years preceding 2020. These trends risk being exacerbated by the pandemic, with a 61% fall in bus patronage in 2020/21 as a result of the pandemic (See Figure 4 below).

Figure 4: Bus Passenger Journeys 2010/11 to 2020/21



The investment underway in the first corridors of our Sprint network, linking Walsall, Solihull, Birmingham city centre and Birmingham Airport, is an important step in reducing journey times for passengers and stimulating bus use. Further investments in our Sprint network proposed under both the CRSTS programme and with additional bus priority proposals in our parallel Bus Service Improvement Plan are critical to building on this momentum and sustaining and promoting bus travel in our region over the medium term.

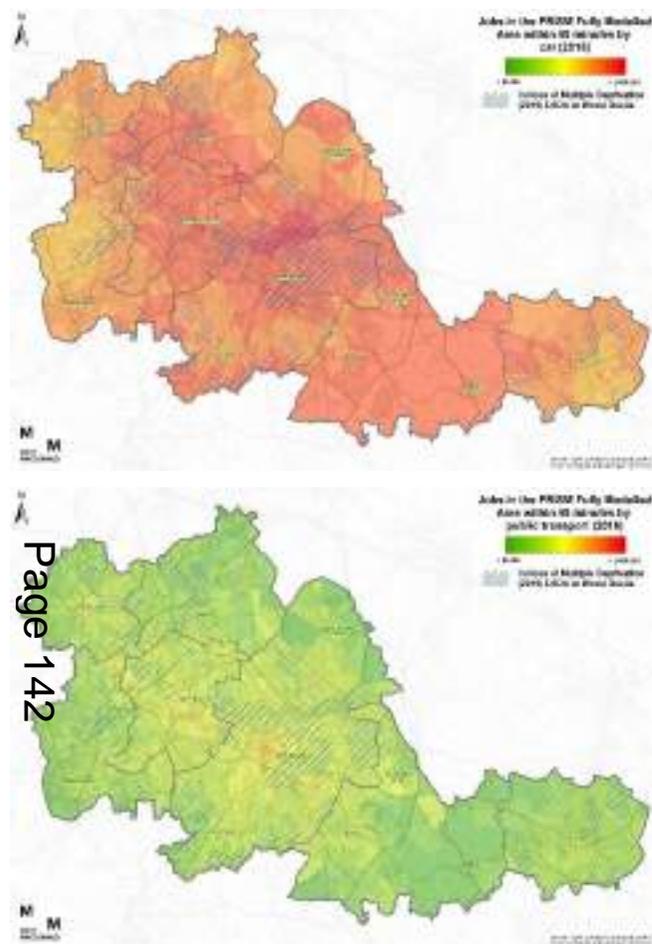
Meanwhile uptake of active travel in the city region remains limited. Recent investments such as the Starley Cycle Network have helped to expand active travel options in the region. However, the WM is currently the combined authority with the lowest share of cyclists – with only 9.6% of adults cycling at least once per month, against 16.1% nationally. Moreover, only 63.2% of adults walk at least once per week, below the national average of 63.8%. Much of this is a function of long standing under investment in critical infrastructure, and further investment in new cycleways and active travel corridors are a critical step in promoting the usage of active travel modes in the region.

The ongoing development of our refreshed Local Transport Plan has highlighted a number of key challenges as set out in our Motives for Change (see [Section 4.4](#)) for our transport network which our proposed investment under the CRSTS programme, as part of a long-term and integrated approach to transport investment in the West Midlands, is critical in helping to address. These issues are summarised below:

Accessibility and affordability of public transport

Historically, investments in transport have supported local economic growth in our region, subsidising services for the benefit of those less mobile and supporting innovation in mobility products and services. However, the quality of access to public transport still varies considerably across our region and this variation can act as a significant barrier for lower income households and more vulnerable groups accessing economic opportunities and realising their full potential. Job accessibility declines significantly for residents who are reliant on public transport, and this tends to be most pronounced in deprived areas of the region where car ownership is less common. Indeed, most West Midlands residents could access more than double the job opportunities within 45 minutes of where they live with a car than without a car (see Figure 5).

Figure 5: Job accessibility in WM region with a car vs with public transport (2016)



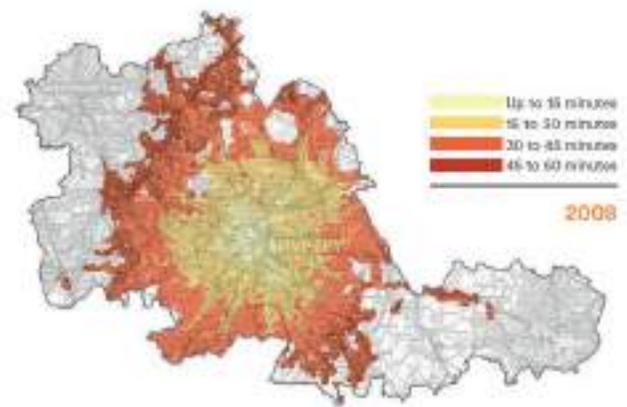
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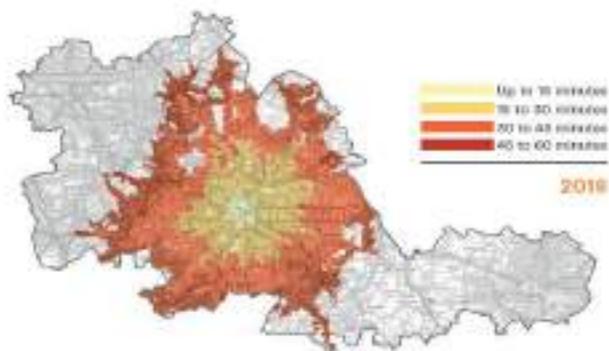
Despite its important role, bus within the West Midlands has experienced a long-term decline in passenger numbers, under both absolute and 'per head' measures, in common with other UK metropolitan areas outside London. The fall in services, alongside increased congestion, has resulted in reduced accessibility to key urban centres for those that are reliant on public transport. For example, Figure 6 shows how access to Birmingham city centre within 45-60mins via buses has sharply declined over the past decade. However, targeted investments have had success reversing trends around the speed and frequency of services. For example, a £9.2m investment along Services X51, 934, 997 in Birmingham and Black Country has led to a 14% patronage increase. The CRSTS programme will be vital in helping us to capitalise on this momentum and spread it across the region.

The impact of transport externalities (e.g. pollution, noise, poor road safety and severance) are also often felt most by those in our most deprived areas. For example, the rise in killed or seriously injured casualties in the region since 2013 have been predictably clustered around high-density urban areas with high levels of traffic flow and deprivation.

The complexity of ticketing and affordability of public transport is also deemed a barrier to all types of customers of the network, particularly for journeys involving multi-leg trips by bus across the region's network and between bus, Metro and rail. Single fares are still significantly higher in the West Midlands than they are in London (for example, the daily cap on TfL bus and tram services is £4.65 whereas in West Midlands it is £6.80), which has been a contributing factor to declining demand. The issue is even more stark by international standards, wherein our region ranks in the bottom quartile for public transport affordability of 66 major global cities, with 5.36% of our region's residents' monthly income spent on public transport. Simplification of ticketing, through Smart Ticketing, multi modal fare capping and travel planning tools which provide simplified, trustworthy, and affordable public transport options is key to addressing these challenges and reducing car reliance.

Figure 6: Access to Birmingham city centre within 45-60mins via bus (2008-2018)





Growing reliance on road travel

Despite our region's efforts to invest in sustainable transport alternatives, car mileage has significantly increased (+6 billion miles) across the West Midlands over the last 25 years. Across the area, two in five journeys under two miles are currently being made by car. The reliance on road travel not only results in congestion, poor air quality and negative consequences for our environment, but contributes to declining health outcomes more broadly in the region by reducing the share of walking and cycling and active travel associated with public transport.

However, modal share is not consistent across the West Midlands area. In Birmingham, AM Peak trips by public transport in 2019 represented a 61.2% share of all trips (bus 23.5%, rail 36.5% and tram 2.2%). In contrast, the public transport modal share for the same period in other strategic areas are as follows:

- Coventry: 20.4%
- Dudley: 8.1%
- Brierley Hill: 9.8%
- Solihull: 18.4%
- Sutton Coldfield: 17.2%
- Walsall: 33.4%
- West Bromwich: 40.4% (2020 figure)
- Wolverhampton: 17.5% (2020 figure)

The stark differences between public mode share across different areas of the West Midlands demonstrates the need to ensure all parts of the region have adequate sustainable transport options.

Without the significant investment proposed in our public transport network, alongside ambitious measures to promote behavioural change and targeted measures aimed at demand management, these historic trends are set to increase over the next 20 years, with the share of households not owning a car expected to fall to 18% in 2040 (down from c22% today). The reliance on road travel has also been exacerbated by the COVID-19 pandemic, which has resulted in significant changes to how, when and why we travel. Data collected in support of our recent BSIP evidence paper highlighted that 94% of car owning residents enjoy the independence car ownership gives to them. Without significant investment to stimulate and accelerate the recovery of public transport demand, we risk seeing a permanent shift in behaviour which undermines our economic growth, levelling up and net zero ambitions.

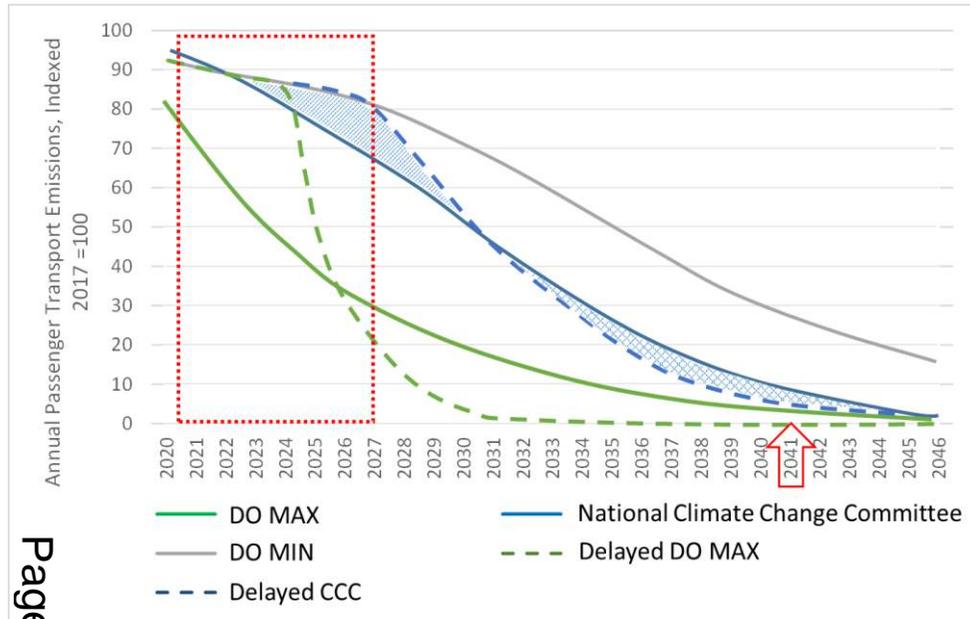
Congestion, air quality and the environment

The reliance on private road transport has led to a built environment which prioritises car-based travel and has resulted in a legacy of a hazardous, unattractive environment for pedestrians and cyclists, including poor air quality that we are now addressing through investments like those in the CRSTS. Air pollution in the West Midlands affects some 2.8 million people, reducing life expectancy by up to 6 months, while the carbon saving potential from installing 1,700 EV charge-points, as proposed within the scope of West Midlands' CRSTS programme, is estimated to be capable of saving £16.9m million per year in direct and indirect economic costs.

The reliance on private road transport also generates congestion in city centres and key transport corridors across the region, which in turn constrains the economic growth potential of our region. The average Birmingham driver lost 134 hours in congestion in 2018, with congestion costing £2.3bn per annum across the West Midlands metropolitan area.

The West Midlands has an ambitious target to be net zero as a region by 2041 (see Figure 7). To deliver this will require significant modal shift as well as a substantial increase in the number of zero emission vehicles on the road. However, under a business-as-usual scenario, current carbon emissions from road travel (car, LGV, HGV, and bus), rail and Metro will only fall to 3.183 MtCO_{2e} by 2027 (the end of the CRSTS funding period) and 2.490 MtCO_{2e} by 2027, which will fall significantly short of our net zero ambitions. Nearly all the business as usual carbon emissions from transport are attributable to cars, LGVs, and HGVs (buses and rail accounted for approximately 1% of emissions respectively), while the uptake of EVs remains lower in the West Midlands at 0.35% relative to the UK average of 0.47%.

Figure 7: The Challenge for the West Midlands



CRSTS is a significant step in the right direction, with 1,700 proposed EV charge points and ambitious PT and active travel investments. The West Midlands will continue to pursue other decarbonisation opportunities outside the scope of CRSTS to meet its net zero ambitions.

Summary

Our programme of investment in transport has a critical role to play as the region looks forward and plans for COVID-19 recovery. By connecting our residents to new jobs and educational/training opportunities, coupled with the delivery of skills plans and unlocking and delivering much needed housing across the region; we can support the regeneration of our local centres and neighbourhoods and drive productivity and level up our most underserved communities. This will further improve our health and well-being, and last but by no means least; help us address the urgent challenge of climate change.

4.3 Our investment themes

Our emerging Local Transport Plan (LTP) strategy is underpinned by the 'Avoid-Shift-Improve' Framework which provides a set of principles from which strategic and local measures can be shaped and established:

- 'Avoid' travel in the first place where possible, e.g. through homeworking.

- 'Shift' to shorter journeys and lower-carbon modes
- 'Improve' measures to decarbonise the vehicle fleet.

Alongside these strategic priorities for transport, our investment themes under the CRSTS programme have been shaped to support our wider ambitions around delivering jobs and growth, levelling-up deprived communities and meeting our decarbonisation targets. We have identified six 'big moves' within our emerging LTP which mirror our CRSTS programmes and will help to guide wider investment and policy in transport over the years to come. These are the building blocks for ensuring transport investment delivers for our region (see Table 2) which outlines how each of the six CRSTS investment delivers on key national priorities for the CRSTS programme: Economic growth and productivity, levelling-up and decarbonisation):

Connecting our Places – This programme will build on existing programmes to continue investment in public transport connectivity by boosting connections across our key centres and corridors. As we move closer to the arrival of HS2 a targeted public transport investment programme of rail, rapid transit and bus; underpinned by enhanced interchange facilities will enable the West Midlands to build back better.

Supporting Inclusive Growth – This programme is focused on driving inclusive growth, levelling-up and housing delivery in six high priority corridors. The programme takes a place-based approach to delivering targeted packages of work to complement and maximise the existing investment, unlock housing and employment opportunities and offer new and existing residents safe and sustainable transport choices to deprived areas of the region. Key schemes will include transport upgrades along the Walsall to Wolverhampton corridor to unlock 4,500 new homes and regenerate local urban centres and programmes to support Smethwick and Icknield, Sandwell to Dudley, Walsall to Birmingham, Coventry to Solihull and East Birmingham/North Solihull including kickstarting the development of the Rapid Transit route in this key corridor.

Healthy Streets and Spaces – This package contains measures aimed at encouraging more active travel and reducing the volume of trips made by car, to improve health and reduce environmental impacts. The programme will also target improving air quality for residents and visitors to WM, as well as providing a wider range of affordable travel options which will be crucial in meeting our ambition to be net zero by 2041.

Creating Resilient Networks and Communities – This theme delivers highway maintenance and corridor route improvements to highways and the Key Route Network across the WM, whilst also investing in road safety and innovative technological infrastructure. These schemes will improve multi-modal connections and reduce barriers to active travel by making our roads safer to use.

Delivering a Green Revolution – This programme aims at decarbonising the largest sources of carbon emissions on the road, focusing on building consumers' confidence in zero-emission vehicles through delivering accessible charging infrastructure. Major schemes include the [£14m] Ultra Rapid Charging Transit Stations scheme, the [£3m] BSIP Bus Retrofit Programme and the [£12m] WM ULEV Scheme.

4.4 Our objectives for the CRSTS investment programme

Our Local Transport Plan Green Paper sets out five 'Motives for Change' – the reasons why we should consider changing the way we travel. These are focussed on creating a fairer, greener, healthier, happier and more prosperous West Midlands, and delivering on our #WM2041 pledges. Alongside the Motives for Change are a series of related objectives that inform our strategic direction through the LTP and link directly to our six investment themes. This link is summarised in Table 1.

Figure 8: Why change?



However, these are not just objectives for the next five years – they will support our long-term ambition to build back better and level up our region for inclusive growth. They are as applicable to CRSTS as they are to investment delivered through other routes (e.g. Bus Service Improvement Plans, WM Investment Programme, Active Travel Fund) as we aim to deliver a single integrated transport programme over a series of five-year transport settlements

Work is underway to develop a set of specific targets and metrics for the new Local Transport Plan. We will identify key measures across a range of policy outcomes including decarbonisation, accessibility, health and wellbeing, safety and security and economic impact. These will be developed in tandem with the CRSTS programme with the outcomes and outputs identified within our Monitoring and Evaluation Plan informing both the CRSTS programme and the development of the LTP.

Table 1: Alignment between LTP and CRSTS Programme Themes

Motive for Change	LTP Objective	Objective Description	Link to CRSTS theme
Sustaining economic success	Inclusive economy	We will inclusively grow our economy by reducing the economic costs of transport's externalities, maintaining the network, and levelling up access to opportunities for those less mobile.	<ul style="list-style-type: none"> Supporting Inclusive Growth
	Mobility market transformation	We will position the West Midlands as a global leader in future transport by creating a local transport market that enables innovation, development and deployment of transport products and services.	<ul style="list-style-type: none"> Making Behaviour Change Easy
Creating a fairer society	Fair access	We will improve equity of access to opportunity by ensuring everyone has safe, usable and affordable travel choices.	<ul style="list-style-type: none"> Supporting Inclusive Growth Connecting Our Places
	Fair impacts	We will reduce the impact of traffic on people's health and wellbeing by improving road safety, reducing air pollution, and reducing noise.	<ul style="list-style-type: none"> Creating Resilient Networks and Communities
Supporting local communities and places	Local access	We will improve local sustainable travel connectivity and reduce severance within and between neighbourhoods.	<ul style="list-style-type: none"> Healthy Streets and Spaces Connecting Our Places Creating Resilient Networks and Communities
Supporting local communities and places	Streets for communities	We will reduce the dominance of motorised traffic in local neighbourhoods to enable repurposing of streets.	<ul style="list-style-type: none"> Healthy Streets and Spaces

			<ul style="list-style-type: none"> • Creating Resilient Networks and Communities
Becoming more active	Physically active	We will enable safe, convenient and accessible walking and cycling opportunities, to increase active travel, improving health, wellbeing and productivity.	<ul style="list-style-type: none"> • Healthy Streets and Spaces
Tackling the climate emergency	Transport decarbonisation	We will rapidly reduce transport carbon emissions at a rate consistent with WM2041 ambitions.	<ul style="list-style-type: none"> • Making Behaviour Change Easy • Delivering a Green Revolution

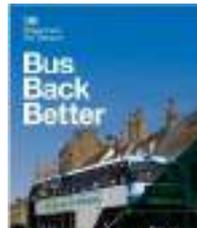
4.5 Supporting our Bus Strategy Improvement Plan

Our CRSTS programme has been developed and shaped in tandem with our Bus Service Improvement Plan (BSIP) for the West Midlands. We have sought to integrate the principles of the DfT's 'Bus Back Better' Strategy and integrate the measures to be delivered through CRSTS with our 'Vision for Bus' which provides detailed proposals for improving bus in the West Midlands and to support our emerging LTP.

Buses are the most essential part of our public transport network, ensuring that it can reach into all corners of our communities, towns, and cities across the West Midlands, connecting people to jobs, health, education, retail and leisure, as well as connecting friends, families, and colleagues through affordable transport.

The bus network is an essential integrator to our railways and Metro, as well as increasingly important to supporting sustainable transport solutions.

Whilst the West Midlands Bus Alliance has worked extensively to develop a collaborative



West Midlands Bus Priority Network



approach to delivering better bus services, so much more is yet to be done to ensure that bus operators, local authorities, and other partners can achieve the ambitions of our Vision for Bus.

The West Midlands is currently seeing one of the largest planned investments in fixed-line public transport infrastructure anywhere in the world, with a significant metro expansion programme underway, £160 million on our first Sprint Bus Rapid Transit routes and a number of new stations under construction. This will be supported by a significant programme of bus priority measures funded through CRSTS to improve the journey quality of cross city bus routes across the area and build on the network of bus priority measures already in place. These bus priority measures complement other areas of investment from CRSTS including £18m on smart ticketing to help integration with other modes and to ensure passengers get the best value fares possible and £10m on Demand Responsive Transport Infrastructure. Overall this programme of measures is estimated to deliver over 50km of new bus lanes across the West Midlands.

Ensuring integrated buses are at the heart of this network will be critical and will boost the current bus ridership in support of the region's economic recovery. The nine objectives of our Vision for Bus encapsulate our approach which will be supported by the CRSTS programme:

- Fewer private car journeys by making bus the mode of choice and creating better access to jobs and long-term change.
- Evolve a network to support the 24/7 thriving economy, connecting people to new and developing destinations and attractions.
- Fully integrated bus network including local demand responsive and rapid transit services supporting rail, coach and Metro interchange as one network.
- Simple, convenient and easy to use payment options, including full capping, providing a network which is value for money and affordable for customers.
- Younger people supported by discounted travel, as well as addressing barriers for excluded groups.
- Accountable network performance management – tackling issues causing congestion and reliability problems.
- World-leading customer information utilising 5G and all available technologies and platforms.
- Creating a safe, secure and accessible mode for all and tackling long held barriers and perceptions.
- UK leading low emission bus fleet with zero emission corridors serving areas most affected by poor air quality.

4.6 Alignment with local policies and strategies

The West Midlands is well-placed to capitalise on the economic opportunity presented by the 5-year CRSTS investment programme, as we have been developing a series of long-term strategic plans setting out our ambitions for sustainable and inclusive growth. These include:

- **Local Transport Plan Green Paper²** – This sets out the key challenges and opportunities facing our transport system since the first Local Transport Plan was adopted in 2011. This is currently acting as the key consultation document with the public to help inform our new LTP which is due to be published later in the year. This will set out our policies to promote safe, integrated, efficient and economic transport to, from and within the area as well as plans to implement those policies.
- **WM2041^{3,4}** – Our framework for developing a series of 5-year plans to decarbonise the WM in response to the pressing climate emergency and the ambition for the region to be carbon neutral by 2041. It calls for a substantial investment programme in the order of £40bn over 21 years (2020-2041) and a 10-point strategy for decarbonising the region. The CRSTS programme will support several key pillars of this strategy, including active travel and cleaner transport, electric vehicle charging infrastructure, and behaviour change around travel patterns.
- **West Midlands Local Industrial Strategy** – Our integrated plan to drive long-term sustainable economic growth across the whole of the West Midlands. Developed locally and agreed with government, this Local Industrial Strategy (LIS) sets out the priorities to increase the productivity of the West Midlands and the national economy. It places the 'Future of Mobility' at its the heart and is a key strategic enabler of Inclusive Growth.
- **Inclusive Growth Framework** – Our framework to help ensure socially equitable and environmentally sustainable growth secures long term benefits for everyone in our

² Local Transport Plan Green Paper – [link](#).

region. The concept of 'Inclusive Growth Corridors' are reflecting the approach of the Inclusive Growth Framework by creating more holistic vehicle for investment – which goes beyond 'site-by-site' development, embedding whole-system thinking and offering the possibility of a different order of change for communities and places.

- **Local Plans** – Our local authorities have developed a series of local plans (covering Birmingham, Solihull, Coventry and the Black Country) which detail where and how much housing and employment space is needed in the region. The CRSTS investment programme has been developed with an eye to helping to unlock housing and connecting up future employment centres across the West Midlands.

4.7 Alignment with national policies and strategies

West Midlands is well positioned to deliver on the key national priorities of the CRSTS programme (including economic growth and productivity, levelling up and decarbonisation – see Table 2) and wider transport policy agenda of Government (including the National Bus strategy and Cycling and Walking investment strategies) having placed these at the heart of the WM CRSTS investment themes:

- **Economic Growth and Productivity** – Given the challenges with accessibility and connectivity in our region, our CRSTS transport programme has been designed to improve access and connections between workers and business, driving productivity both locally and nationally by enhancing business competition, allowing businesses to better match with the right suppliers, customers and employees, and increasing the likelihood that ideas, knowledge and innovations are diffused across the WMCA economy. Our themes **Connecting our Places**, **Creating Resilient Networks and Communities** and **Supporting Inclusive Growth**, along with the projects that sit beneath them, all centre on driving productivity and net additional economic growth both locally and nationally.

³ #WM2041 - [link](#)

⁴ WM2041 Fiver Year Plan 2021-26 – [link](#)

- **Levelling Up** – Taking into account the economic geography of our region, with strong urban centres surrounded by pockets of acute deprivation and poorly connected rural communities, we have put forward a transport programme with inclusive growth and accessibility at its heart. The transport projects under **Supporting Inclusive Growth** and **Connecting our Places** are focussed on levelling up the lives and connectivity of the most deprived in our region. These interventions will play an important role in regenerating city and town centres, unlocking new affordable housing and development, improving health and amenity through active travel, and importantly providing access to work, leisure and educational opportunities to deprived communities.

- **Decarbonisation** – This is a key priority of the CRSTS programme and for our region, with three investment themes directly focused on addressing the pressing climate emergency: **Healthy Streets and Spaces**, **Making Behaviour Change Easy** and **Delivering a Green Revolution**. The transport initiatives investment themes mirror the recommendations outlined in DfT's Transport Decarbonisation Plan published in 2021 and prioritise modal shift and the rollout of electric vehicles to the road. The schemes will also help ensure developments can come forward in more sustainable locations across the region.
- The **National Bus Strategy (NBS)** – Announced in 2021, the NBS proposes ambitious and far-reaching reforms to how services are planned and delivered in order to reverse declining bus patronage rates. Investment in the WM bus network is a key pillar of our CRSTS transport programme, helping to bring forward corridor improvements and station upgrades that will each congestion and improve services along key route.



- **Active Travel Investment** – Government has earmarked £2bn for Cycling and Walking investment strategies to deliver a step-change in active travel in UK. Our CRSTS transport programme shares the same ambition for the WM, with projects under Healthy Streets and Spaces and Making Behaviour Change Easy encouraging a shift to active travel patterns in order to improve air quality, combat climate change, improve health and wellbeing, address inequalities and tackle congestion on our roads.



Table 2: Alignment of CRSTS Programme Investment Themes with key national priorities

Alignment with Key National Priorities	CRSTS Programme Investment Themes						Alignment Summary
	Healthy Streets and Spaces	Making Behaviour Change Easy	Connecting our Places	Delivering a Green Revolution	Creating Resilient Networks and Communities	Supporting Inclusive Growth	
Economic Growth and Productivity	●	●	●	●	●	●	The CRSTS transport programme has been designed to improve access and connections between workers and business, driving productivity both locally and nationally.
Levelling Up	●	●	●	●	●	●	Investment under the breadth of CRSTS themes target a range of measures of levelling up the lives and connectivity of the most deprived pockets in our region.
Decarbonisation	●	●	●	●	●	●	All our CRSTS themes contribute to differing degrees to addressing the pressing climate emergency in our region, including through modal shift and the rollout of EVs.

4.8 Our proposed investment programme 2022-27

Introduction to the West Midlands CRSTS programme

Our proposed programme of transport investment is designed to meet the ambitious vision set out in our Local Transport Plan for a greener, more active, fairer and economically successful West Midlands. The interventions have been carefully selected to maximise growth outcomes, enable modal shift and improve accessibility – especially in traditionally under-served and deprived areas of the region.

Our proposed programme is intentionally ambitious. Anything less risks us simply treading water for the next five years – covering essential maintenance and renewals and already committed projects but missing the opportunity to move the dial on transport investment. It is essential that HMG’s national objectives for improved transport outcomes are reflected in our own regional ambitions for change. We want to deliver innovative, high quality projects that provide genuine improvements to people’s lives in the West Midlands, attract people to new active forms of transport, and make strides towards our 2041 carbon neutral target as part of the #WM2041 initiative.

The scope and scale of our proposed programme

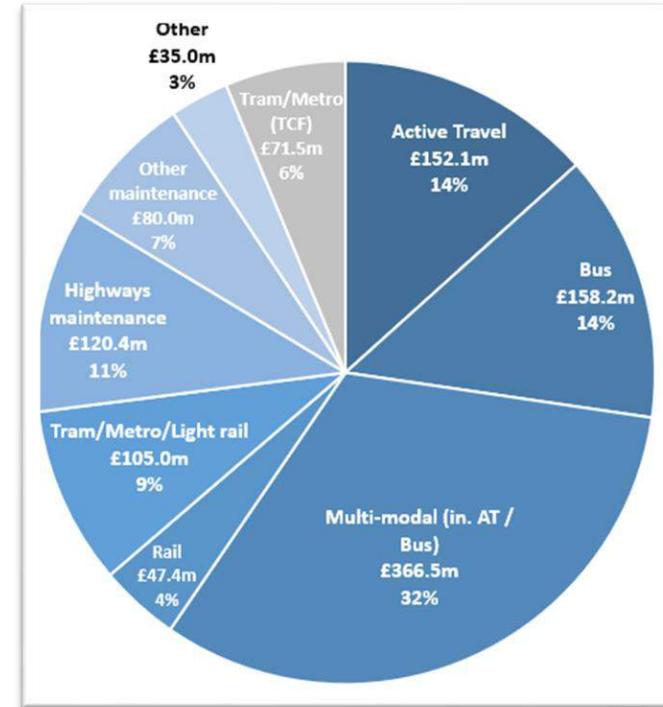
Better intra-regional connectivity for the West Midlands will generate national benefits, improving travel times for those passing through or visiting the region, as well as indirect spillover of economic activity to neighbouring regions.

Our £1.05bn settlement from CRSTS for the West Midlands would leverage a further £278m of local contributions, to deliver a £1.3bn programme of transport investment over five years. Our approach to prioritisation has delivered a programme of improvements which maximise investment in sustainable transport. This delivers a programme which ranges from essential renewals and maintenance, through extensive smaller scale active travel and community focused improvements (which are relatively quick and low risk to deliver), to some larger targeted transformational projects such as Metro improvements, heavy rail enhancements, new very light rail routes, bus priority and Bus Rapid Transit schemes. The breakdown of investment by mode is detailed in Figure 9.

We have worked hard with our local partners to maximise the level of our local contribution – this reflects the relative criticality for the West Midlands of transport investment. Our ambition and needs are high, and we are taking climate change and economic recovery very seriously

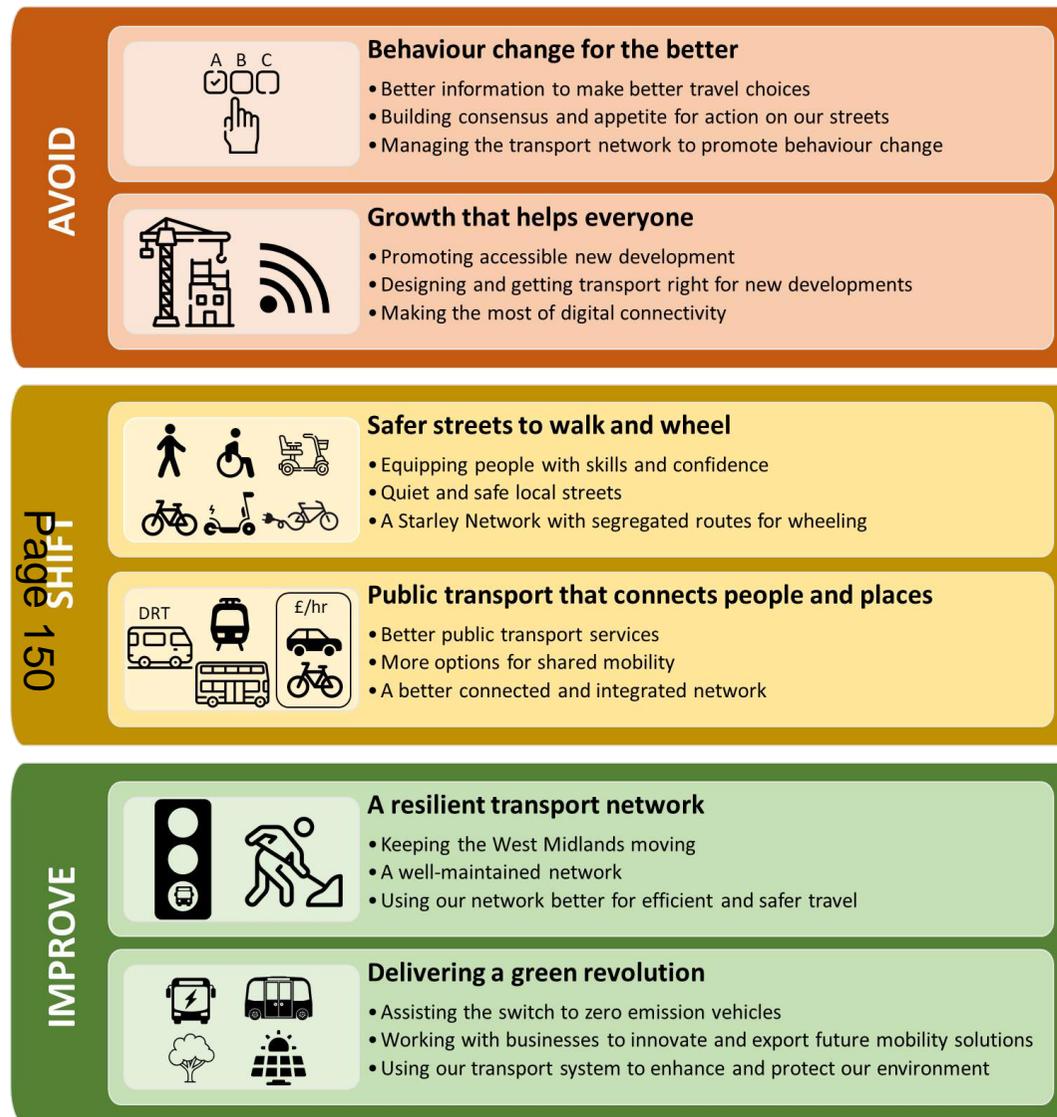
We have packaged our CRSTS programme into six themes (see Figure 10), aligned to the Motives for Change described in our Local Transport Plan (see [section 4.4](#)). Each theme delivers benefits that cross-cut national objectives to improve growth and productivity, contribute towards levelling up and decarbonisation, and deliver value for money.

Figure 9: Modal split of West Midlands CRSTS investment programme



Our themes are inter-linked and complementary. The investment made through our *Connecting our Places* theme provides the region-wide public transport network at the heart of TfWM’s CRSTS programme. It enables much of the complementary investment in other programme themes to thrive. A well-connected and accessible public transport network will help *support inclusive growth* corridors and *make behaviour change easier* by providing fast and efficient connections between key centres and corridors. Investment will support *resilient networks* by helping to provide a viable public transport alternative for residents and releasing capacity on our highway network. This will lead to reduced car usage and associated carbon and particulate emissions to help us *deliver a green revolution*. Provision of attractive centres and facilitating effective interchange between active and public transport modes will complement our *healthy streets and spaces* initiatives.

Figure 10: The Six Big Moves of the refreshed West Midlands LTP which the CRSTS programme themes are based on



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Theme 1: Connecting our Places - £344.5m funding required from CRSTS

Overview: This theme comprises a targeted programme of public transport investment across rapid transit and rail and bus, complemented by enhanced interchange facilities. In total, the CRSTS programme will deliver over 50km of new bus priority lanes – doubling the amount in the West Midlands.

We will blend both delivery and development to ensure we have the solutions fit for the short and medium term to enable the West Midlands to build back better.

Strategic rationale: This investment builds on the momentum gained through current public transport improvements including Metro enhancements, new rail stations, bus priority and the first Sprint Bus Rapid Transit route. As we move closer to the arrival of HS2, boosting public transport connections across our key centres and corridors will be all the more important.

This investment will unlock development around public transport hubs, catalyse economic activity in our centres, and provide residents with the same levels of opportunity to access employment, health, education and leisure opportunities. A better public transport network for the West Midlands that offers a viable alternative to car travel will reduce carbon emissions, directly addressing our climate emergency.

Table 3: Key Schemes – Connecting Our Places

Scheme	Description
Metro £105m	A package of investment comprising essential renewals to sustain operations on the original Line 1 between Wolverhampton and Birmingham, which is now over 20 years old and the development of further route options along the Hagley Road route to the west of Birmingham linking into the Black Country.
Coventry Very Light Rail £71.5m	Currently at a higher technology readiness research and development stage, this exciting project employs our regional automotive expertise (and thereby directly supporting our Local Industrial Strategy) to deliver an innovative and affordable light rail system. This project aims to deliver all the benefits of trams – low floors, comfort, efficiency, reliability – but at a fraction of the cost of traditional light rail schemes. CVLR will be lightweight and use 100% renewable energy, providing a real alternative to the car and thereby helping to improve air quality and reduce congestion. The first City Demonstrator route will form part of Route 1 and will deliver a 2km route (total route will be 7km) between Coventry Railway Station and Pool Meadow Bus Station. The City Demonstrator route will demonstrate urban VLR technology in a number of different conditions (traffic, road construction, interface with utilities) and showcase the integrated system to both the public and organisations, both nationally and globally, that are interested in implementing Coventry VLR. CRSTS funding will enable all statutory processes to be undertaken for Route 1 and for construction to start on site. In addition there is investment in BCIMO to enable development work on making VLR fully autonomous to process alongside ongoing innovation.

Scheme	Description
	The CRSTS funding will also support other VLR projects such as the Black Country VLR Innovation Centre and the exploration of different Rapid Transit technologies on the East Birmingham / North Solihull corridor.
Future Bus £74m	We will progress our Vision for Bus by delivering measures to improve bus priority across the West Midlands through the implementation of over 50km of new bus lanes. We will also bring forward our region-wide Demand Responsive Transport offer by investing in a fleet of zero-emission vehicles and depot facilities, building upon the already committed All Electric Bus City programme in Coventry which will see all buses in the city be electric by the end of 2025, and developing the back office systems necessary to allow customers to book journeys on demand using a single integrated platform.
Rail £33m	We will introduce a new station at Aldridge and continue to make the case for new stations at key locations across the West Midlands where the financial and economic case is strong.
Interchange £34.5m	Underpinning all of this activity will be a programme of sustainable access and connectivity improvements in Sutton Coldfield which will improve access to this regional centre and key transport interchange. Development of plans for Solihull railway station will ensure that this regional centre can attract further investment and will improve interchange between modes and enhance access to the Town Centre. Two future park and ride sites will be developed at Tile Hill & Whitlocks End to support interchange between transport modes and further improve connectivity.
Snow Hill Growth Strategy £5m	Snow Hill is one of Birmingham City Centre's three main rail stations providing local and regional services, and direct connections to London. Funding will support the development work on this key scheme which involves the major redevelopment and transformation of Snow Hill rail station and its immediate environs, and improved transport connectivity within the Snow Hill area. This is predicted to support 112,000sqm of new office-led development accommodating over 7,700 jobs and 200 homes.

Interactions with other programmes: This investment will support and build upon a number of other programmes linked to the arrival of HS2 and the WM Investment Programme including University Station, Metro Birmingham City Centre to HS2, Dudley Interchange, Sprint and Perry Barr station. Investment in bus priority measures as part of our Bus Service Improvement Plan (BSIP) will be complemented by the expansion of the rapid transit network alongside a refresh of the DRT offer in the West Midlands. This programme will maintain the momentum generated from previous investment and act as a springboard for further investment towards even greater connectivity across the West Midlands.

Picture 2: Coventry Very Light Rail – first built vehicle now being tested



Picture 3: Proposed bus interchange at Solihull Railway Station incorporating Sprint Buses



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Sutton Coldfield Town Centre Masterplan

The transport elements of the Sutton Coldfield Town Centre Masterplan will provide infrastructure improvements across the town centre to provide bus priority and support enhanced operational efficiency. This initiative will also include a review of car parking provision, highway operation and critically, a focussed investment in enhanced infrastructure to support access between the town centre, the new developments such as the 6,000 home Langley Sustainable Urban Extension and adjacent residential areas by active travel modes, to deliver lasting improvement of travel choice for residents and visitors to Sutton Coldfield Town Centre.

Theme 2 Supporting Inclusive Growth - £191.7m funding required from CRSTS

Overview: This programme is focused on driving inclusive growth, levelling up and housing delivery in six high priority corridors across the West Midlands. The programme takes a place-based approach to delivering targeted packages of work to complement existing investment, unlock housing and employment opportunities and offer residents safe and sustainable transport choices. The interventions – ranging from new walking and cycling routes, game changing rapid transit links, and further phases of the SPRINT Bus Rapid Transit network – have been carefully chosen to enhance the environment, increase wellbeing and maximise the potential and success of our diverse population.

Picture 4: High quality Transit Stop along SPRINT Bus Rapid Transit network



Strategic rationale: Our Local Industrial Strategy sets out the region’s commitment to driving a more inclusive economy. Addressing transport inequality is also a key part of our Local Transport Plan. Our six Inclusive Growth Corridors align with areas of high deprivation, with housing supply shortfalls. Transport investment will be a key catalyst for growth and regeneration. We will use the investment through CRSTS as leverage to improve the outcomes for local residents around housing, skills and employment. Targeted new transport links will unlock housing development on brownfield sites. A focus on active, low carbon and sustainable travel will improve safety and air quality. Better public transport will provide access to jobs and services for people living in the most deprived areas of the West Midlands.

Figure 11: Inclusive Growth Corridors

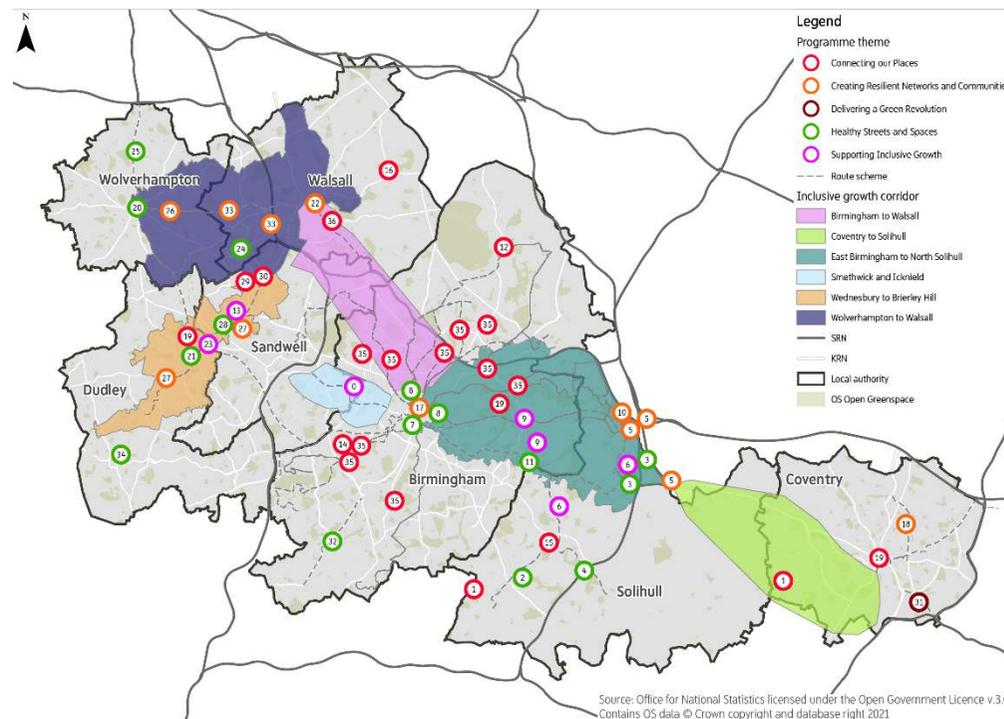


Table 4: Key Schemes – Supporting Inclusive Growth

Corridor	Catalyst	Selected schemes
Walsall to Wolverhampton £30.7m	Major regeneration and development opportunity, with c.£100m transport upgrades planned to support the construction of over 4,500 new homes, as well as major redevelopment in Walsall and Wolverhampton urban centres.	<ul style="list-style-type: none"> A454 multi-modal corridor to relieve congestion, improve air quality and install active travel infrastructure Sustainable access to new stations City centre walking and cycling improvements
Sandwell to Dudley £18.4m	Builds on significant investment in 11km Metro extension between Wednesbury and Brierley Hill. This links the Black Country with HS2 and supports the regeneration of Brierley Hill and Dudley	<ul style="list-style-type: none"> Interchange improvements between bus, heavy rail and the new Metro at Dudley Port Walking and cycling improvements

Corridor	Catalyst	Selected schemes
	town centres. 17 new Metro stations will support investment and regeneration opportunities throughout the corridor.	<ul style="list-style-type: none"> Improvements to walking and cycling access to new Metro stops
Birmingham to Walsall £30.6m	The 2022 Commonwealth Games provides the catalyst for regeneration of the wider area with an improved new rail station, major public transport investment, and delivering new homes and jobs post-Games.	<ul style="list-style-type: none"> Completion of Sprint Phase 2 route including Park & Ride
Smethwick & Icknield £19m	Major investment in land remediation and transportation are enabling a new mixed-use urban quarter just 10 minutes from Birmingham city centre. The project covers a development area of 137 hectares, able to accommodate approximately 5,000 new homes and 10,000 square metres of commercial floorspace – one of the largest opportunities for brownfield regeneration in the UK.	<ul style="list-style-type: none"> High-quality walking and cycling infrastructure including completion of two-way segregated cycle route between Oldbury and Birmingham City Centre
East Birmingham / North Solihull £17.5m	Much of East Birmingham falls within the top 20% most deprived areas in England. The arrival of HS2 and the proposed rapid transit connectivity from East Birmingham to Solihull represents a once in a generation opportunity for positive change.	<ul style="list-style-type: none"> Completion of Sprint A45 Phase 2 route Package of sustainable transport improvements Cross-city bus priority routes Segregated cycle schemes
Local Network Improvement Plan £21.5m	West Midlands wide investment in the inclusive growth corridors including links between Coventry and Solihull connecting UK Central – including the new HS2 Interchange station, Arden Cross development, Birmingham Airport, NEC and JLR sites – to the thriving University of Warwick, Eastern Green and Keresley developments (6,000 new homes), and Coventry city centre with investment in improved park and ride facilities at Tile Hill and strategic cycle routes.	<ul style="list-style-type: none"> Inclusive growth network

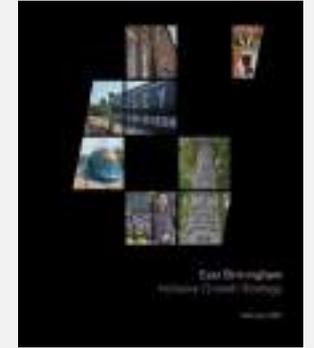
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Interactions with other programmes: our proposed investment in inclusive growth corridors is targeted at maximising the impact of the significant levels of infrastructure already committed and in delivery across transport, housing and regeneration. These include the transformational 11km Metro extension to Dudley; SPRINT Bus Rapid Transit Routes across Birmingham, Solihull and the Black Country; new or improved rail stations between Walsall and Wolverhampton and across Birmingham; new housing and regeneration in Smethwick and Icknield; and the Commonwealth Games and housing growth adjacent to Perry Barr station.

East Birmingham is home to more than 230,000 people and forms a crucial part of the city and region's economy. Major growth is coming which will deliver more than 60,000 new jobs and 10,000 homes within and near to East Birmingham over the next ten years.

The **East Birmingham Inclusive Growth Strategy**⁵ sets out a clear vision for the future of East Birmingham as an excellent place of strong communities in which to live and work. It will guide the delivery of inclusive growth in East Birmingham over the next 20 years.

The arrival of HS2 is a huge opportunity for East Birmingham. Transport investment delivered through CRSTS will maximise these benefits through the investigation of rapid transit options and a new Sprint rapid transit route along the A45 Coventry Road corridor. Wide ranging cycle, walking, bus and rail improvements will change the way people move around, reduce congestion, improve air quality and encourage people into healthier travel habits.



⁵ East Birmingham Inclusive Growth Strategy, [link](#)

Theme 3: Healthy Streets and Spaces - £102.8m funding required from CRSTS

Overview: This theme delivers measures aimed at encouraging more active travel, reducing the volume of trips made by cars, improving health and well-being, and reducing the environmental impacts of transport. The package of measures comprises a high-quality network of new walking and cycling corridors and public realm improvements in strategic centres, designed to DfT LTN 1/20 standards. In total, the CRSTS programme will deliver over 100km of new cycle lanes.

Strategic rationale: This theme has very strong alignment to both local and national policies around promoting physically active, community-focused, sustainable and decarbonised forms of transport. For example, our Local Transport Plan set out the urgent need to shift from short-distance car journeys to active travel modes.

This theme builds on West Midlands' recent success in delivering active travel projects, including walking and cycling infrastructure as part of the Active Travel Fund. These schemes, and those delivered through CRSTS, will reduce the carbon footprint of the West Midlands, improve air quality, and provide a wider range of affordable travel options to resident and visitors alike.

Picture 5: Birmingham City Centre Phase 1 Cycling Scheme



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Picture 6: Proposed reallocation of road space

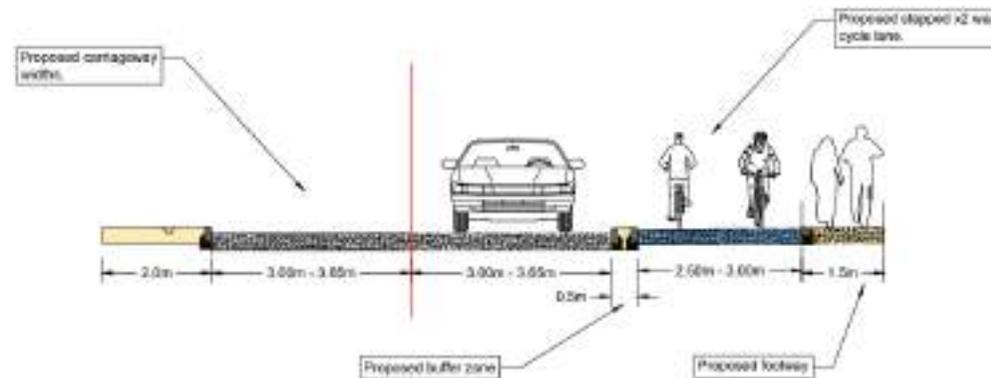


Table 5: Key Schemes – Healthy Streets and Spaces

Scheme	Description
Cycleways	Completion of the Selly Oak to Longbridge section of the high-quality A38 segregated cycle route. In addition, LCWIP priorities Solihull will be delivered including a new cycleway between Knowle to Solihull Town Centre and a new cycleway between Dickens Heath to Solihull Town Centre. In total, the CRSTS programme will deliver over 100km of new cycle lanes.
Town Centre Sustainable Connectivity	Improved connectivity, wayfinding and place making in the local and strategic centres of Dudley and Birmingham. The Birmingham City Centre Active Travel to Interchange project includes the upgrade, restoration and renovation of Birmingham City Centre bringing significant benefits to walking routes, as well as providing better cross city cycle routes between our key public transport interchanges.
Active travel corridors	New or improved combined walking and cycling routes across the West Midlands.

Interactions with other programmes: The spatial spread of the proposed active travel projects means there are a number of interactions with other programmes. For example:

- The **One Station** package of improved pedestrian connections will link the new HS2 Curzon Street station with the three other city centre railway stations – New Street, Moor Street and Snow Hill. The project will deliver wayfinding and a much-improved public realm along key walking routes to enhance sustainable connectivity to and from Curzon Street.
- The **Dudley Town Centre Interchange Sustainable Connectivity Package** will deliver improved cycle and pedestrian connectivity in and around the Dudley Interchange project and the wider town centre. The existing Dudley Town Centre bus station will be replaced with a new state of the art facility which will provide direct connectivity to the Wednesbury to Brierley Hill Metro extension. Dudley Interchange and the Metro extension are both funded, in part, through the Transforming Cities Fund.

Selly Oak to Longbridge Segregated Cycling: extending the popular segregated cycleway between Birmingham city centre and the University of Birmingham by 8km to reach Longbridge. This would link a number of local centres along the A38 corridor to major employment centres at the University of Birmingham, Queen Elizabeth Hospital and the city centre. The extended cycleway will provide an attractive, safe means for people to travel along this busy corridor, reducing reliance on the car.

Dickens Heath to Solihull Town Centre LCWIP Scheme: Cycleway scheme to connect the large residential area of Dickens Heath to the south of the borough (in which a further 1,500 homes (approx.) are proposed) with the town centre. The high-quality cycle route will help to increase cycle journeys and provide better reliability for all users along Blossomfield Road.

Theme 4: Creating Resilient Networks and Communities - £238.4m funding from CRSTS

Overview: This theme delivers multi-modal junction and corridor route improvements to highways and the Key Route Network across the West Midlands, whilst also investing in road safety and innovative technological infrastructure. These schemes will improve multi-modal connections, reduce barriers to active travel by making our roads safer to use, and address congestion and capacity constraints.

Strategic rationale: Resilient networks are key to addressing the transport and economic challenges faced in the West Midlands. This region-wide programme will help our road network to be a better neighbour to our communities through the renewal of aging assets and improved accessibility. Creating new and improved connections will maximise the benefits of nationally significant infrastructure such as HS2. Delivering new multimodal connections and improvements to public transport mean communities will have a viable alternative to private car use and ensure that our residents can access more employment opportunities. Addressing capacity constraints and congestion – particularly for public transport – will support the Government’s ambition for Gear Change, the National Bus Strategy and decarbonisation objectives. Meanwhile, improving road safety will remove barriers to active travel. Investment in the network will keep ahead of a number of high capacity residential and employment sites proposed across the region.

Significant schemes within this theme, including funding required from CRSTS

Table 6: Key Schemes – Creating Resilient Networks and Communities

Scheme	Description
Highways maintenance and structures £20.4m	The region's highways maintenance programme focuses on reducing the deterioration of main carriageways, structures and the unclassified network, which is essential for improving accessibility to local services, public transport and encourages local trips by walking, cycling and other emerging mobility solutions. Overall the programme seeks to renew, repair and extend the life of highway assets across the West Midlands. This programme is aimed at improving conditions across all classes of roads to support our thriving communities and businesses.
A461 Walk, Cycle and Bus Corridor £25m	Installation of high quality active travel infrastructure and air quality improvement measures. The scheme will also include bus priority measures to address Key Route Network action plan priorities. Design principles focus on road space reallocation to facilitate active travel and bus priority measures and the upgrading of existing infrastructure where possible to minimise costs and maximise the benefits of the scheme.



Scheme	Description
A4123 Walk, Cycle and Bus Corridor	Multi-modal corridor improvements, consisting of a two-way segregated cycle track spanning the whole length between Wolverhampton and Hagley Road. Bus priority measures such as bus gates are being considered to improve public transport reliability, in partnership with TfWM to ensure that Bus Service Improvement Plan key routes X8/87 are served by this improvement.
M42 Bridge link to HS2 Hub £5m	Development of a public transport and active travel corridor between Birmingham International station and HS2, including a direct link for cycling and walking. Provision of reliable public transport to the Arden Cross and NEC developments including the Health and Innovation Campus.

Interactions with other programmes: there are a number of complex interactions with HS2 and related investment, access routes to UK Central, planned capacity improvements to motorways being delivered by National Highways, Sprint bus priority routes, on-street running of the Metro, and local cycle and walking investment programmes.

Theme 5: Delivering a Green Revolution - £46m funding required from CRSTS

Overview: This programme aims at decarbonising the largest sources of carbon emissions on the road, including cars, LGVs and HGVs. The schemes within this programme focus on research and development, building a robust supply chain for zero emission technologies, and delivering supporting infrastructure to build consumers' confidence in zero-emission vehicles.

Strategic Rationale: The schemes within this theme are part of a number of essential steps towards our carbon neutrality target contained in our regional #WM2041 commitment, supporting DfT's Transport Decarbonisation Plan and national carbon zero targets.

The interventions are carefully targeted on the parts of the West Midlands with the most challenging air quality issues (e.g. Key Route Network and major A roads) and where the bulk sources of carbon emissions from cars, LGVs and HGVs occur. Furthermore, the locations of charging stations will be strategically selected such that they provide easy access to other greener modes of transport so as to maximise the decarbonisation potential of all the programmes within this proposal.

These interventions are complemented by schemes that promote modal shift and active travel in other themes, such as the £34.5m active travel corridors and £40.8m cycleways scheme under Healthy Streets and Spaces.

Table 7: Key Schemes – Delivering a Green Revolution

<p>EV £12m</p>	<p>A centrally managed fund to support installation of public EV charge points in residential streets (with a particular focus on the Black Country – an area of lower than average EV adoption) key destinations and town centres across West Midlands, alleviating 'range anxiety' for residents and supporting local business and taxi/private hire operators/car clubs. The contribution from CRSTS will allow the region to maximise the decarbonisation opportunities from EVs.</p>
<p>Through the above scheme, TfWM aims to deliver 1,600 7-22/50 kW chargepoints by 2025.</p>	
<p>Ultra-Rapid Charging Transit Stations £14m</p>	<p>The development of 10 Transit Stations aimed at regional transport, located in close proximity to the Key Route Network for the West Midlands. These facilities will provide Ultra Rapid charging targeted at fleets without access to depot charging and own use charging for shared mobility services such as car clubs.</p>
<p>Gigafactory Links £17m</p>	<p>Provision of cycling and walking infrastructure on London Road and Whitley Interchange to facilitate access by active travel to the major employment hub south of Coventry, including the proposed Gigafactory. Bus priority measures will also be provided to support the services to be supported through s106 contributions and to make passive provision for future VLR.</p>
<p>BSIP Retrofit Programme £3m</p>	<p>Programme of retrofitting 120 buses to Euro 6 standards to improve vehicle emissions and air quality.</p>

Picture 7: EV Charge Point in West Midlands



Interactions with other programmes

The programme described above will derive most of its benefits from the uptake of zero emission vehicles which is driven by growing road users' confidence in the technology and availability of supporting infrastructure.

However, making strides towards a green revolution in the West Midlands permeates through our entire CRSTS programme across multiple themes. Modal shift from private vehicles to other greener forms of travel modes such as public transport, cycling and walking are key objectives discussed in earlier themes. The locations of charging stations and their accessibility to other greener modes of transport (e.g. Park and Ride site) are also linked. Across our entire programme we will ensure that we maximise the decarbonisation opportunities from the transition to zero emission vehicles and modal shift.

Theme 6: Making Behaviour Change Easy - £48.1m funding required from CRSTS

Overview: The programme of investment within this theme will provide a step-change in both the attitude and behaviour of individuals by providing frictionless access to sustainable transport across the region, and innovative new ways of travelling that build on the success of our Future Transport Zone programme.

Strategic rationale: The interventions have been carefully selected to encourage more use of public transport, active travel and new forms of mobility, thereby ensuring a viable transport network and supporting our net zero aspirations. This theme builds on West Midlands' recent success in delivering bike hire schemes and e-scooter hire services. In shaping the programme we have used recent work⁶ that segmented the WMCA population according to spatial, economic, residential, demographic and transport-related factors. These segments condense the range of needs, preferences, and choices made by residents of the WMCA region, and have supported us to make user-centred decisions to allow us to better map interventions to behaviour, and then to track that behaviour change.

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Table 8: Key Schemes – Making Behaviour Change Easy

Scheme	Description
Contactless payment broker £18m	TfWM in partnership with Midlands Connect have designed a back-office payment system that aggregates contactless payments across all operators and modes of transport. This 'broker' will enable an integrated best value cap to be applied the end of the day. In doing so, we will capture and utilise greater intelligence and insights about the way that people travel in the region.
Mobility Hubs & E-bikes £8.6m	A network of highly recognisable physical interchanges that offer a range of connectivity including public, shared active and decarbonised mobility options, together with enhanced facilities and information. Mobility hubs are far more than just transport exchanges – they will provide an opportunity for access to a much wider range of mobility options to support sustainable travel and address air quality issues. They have the potential to revitalise neighbourhoods and town centres, facilitating more social interactions and support stronger local communities and economies. We will consult locally on the design of each hub, so the offering is tailored to the needs of the local community.
Local Network Improvement Plan £21.5m	A multi-modal West Midlands-wide Network Improvement programme of minor schemes and behaviour change programmes to support Making Behaviour Change Easy. This will be delivered across the seven local authorities and TfWM. Initiatives could include travel demand management support.

Picture 8: A full-scale Mobility Hub proof of concept being used for community design input



⁶ TfWM All Traveller Segmentation Summary Report

Interactions with other programmes: The schemes set out above are part of TfWM's broader portfolio of transport innovation programmes (see Figure 12). They will enhance and complement other future transport initiatives within the portfolio that are funded through other routes.

The schemes are intrinsically linked – for example, the Midlands Future Mobility connected and automated mobility testbed is co-located with the 5G testbed for transport trials. Equally, the Regulatory Sandbox will assist with the quick and efficient move from development to delivery of VLR and be supported by a digitised road network.

Layering these initiatives creates a synergy that not only benefits individual initiatives but also sets the West Midlands apart as a region uniquely attractive to investment in transport innovation.

The schemes within this theme will be complemented by TfWM's commitment to spend 1% of each capital scheme budget across our entire portfolio on travel demand management measures to prompt behaviour change, minimise construction disruption and enhance outcomes.

Figure 12: TfWM's transport innovation programmes



4.9 Risks

During the Programme Development Process (see Section 5.4), TfWM examined the risk associated with potential schemes to ensure that the programme could be delivered. This focus on delivery risk included scheme maturity, dependencies and project complexity. Therefore, schemes that were deemed to be too 'risky', were not included in the programme.

The schemes that are included in the programme will be delivered in phases in order to minimise risk. In the initial years of the five-year programme, TfWM will focus on the delivery

of the smaller and more mature interventions around active travel, asset improvement, first/last mile and EV/de-carbonisation activity. These schemes carry less risk and therefore should be straightforward to deliver.

The larger and more complex projects will not be delivered until the final few years of the five-year period. This will allow TfWM more time to work up the business plans of larger schemes to a high degree of maturity so that they may be successfully delivered later in the schedule. Our programme risk management strategy will help to highlight and mitigate issues with a programme risk manager working with individual scheme project managers to ensure joint lessons are learnt and the delivery remains fluid. Further details are provided in the Management Case.

Overall, we believe that this approach means that our programme is inherently lower risk whilst balancing the need to deliver real benefits right from the outset of the programme.

5 Economic Case

5.1 The benefits of our programme

The programme we have developed has been tailored to help deliver against the key outcomes of value for money, growth and productivity, levelling up and decarbonation. We set out below a summary of how we expect the WM CRSTS programme to support each of these objectives.

5.1.1 Economic benefits

Driving growth and productivity at the local and national level

As addressed in Chapter 4, the strengths of our economy lie in our world-leading automotive and aerospace innovation, green technology, health and life sciences industries and research institutions. However, our economy also faces some challenges – such as increasing inequality, entrenched poverty, youth unemployment, lower skills, poor health outcomes and low educational performance.

It is well established that while a lack of accessibility can constrain and exacerbate these socio-economic challenges, investing in city region transport infrastructure can be a catalyst for growth; driving up the productivity of existing businesses, attracting new and high value economic activity to the region and creating new and better-paid employment opportunities for local residents. Indeed, recent investments in the West Midlands Metro will triple the networks size, linking Wolverhampton and Dudley with the heart of Birmingham City Centre and carrying 30 million passengers per annum, and this unlocking growth and prosperity within the corridor.

Within our proposed CRSTS investment programme, our themes of Connecting our Places, and Supporting Inclusive Growth both focus on driving productivity and net additional growth locally and nationally, as do many projects across the remainder of our investment themes. These two themes represent a minimum circa £536m of growth-focused transport investment over the next 5 years (some 50% of our total CRSTS programme).

Together, this step-change in investment will improve access and connections between workers and businesses across our region; driving productivity both locally and nationally by enhancing business competition, allowing businesses to better match with the right suppliers, customers and employees, and increasing the likelihood that ideas, knowledge and innovations are shared and exchanged throughout the West Midlands economy. Our investment programme will provide some of our major employment locations with access to a deeper and wider pool of skilled labour, and at the same time help to make places and housing more economically viable in key areas; providing people with more freedom to decide where they live and work. This will not only help to attract high value and globally-mobile investment and jobs to the West Midlands, but support existing and new residents to seek out more productive, higher paid employment.

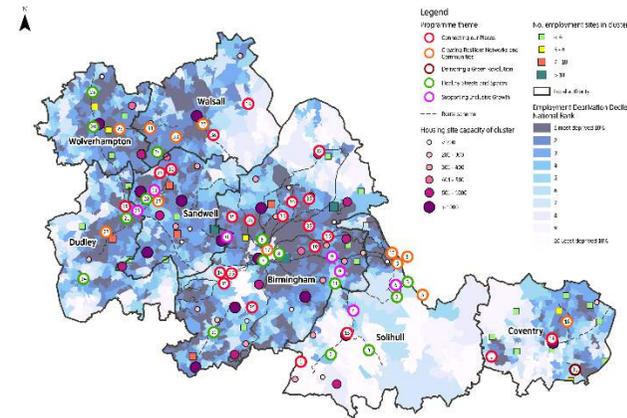
Based on early analysis in the development of our proposed programme, we expect the investment of the type and ambition proposed under our CRSTS programme could **potentially deliver an 11-25% improvement in residents' access to employment by public transport over the next 15 years**. As shown in Figure 13, this is expected to deliver widespread accessibility benefits across the region, and with the greatest improvements within the Birmingham City centre and areas served by bus/Rapid Transit schemes and the UKC area around Birmingham Business Park.

Figure 13: Change in the PT accessibility to jobs relative to a Do Minimum scenario



Figure 14 demonstrates how our programmes has the potential to drive growth and productivity by targeting investment which improves access to current and new employment opportunity areas, encourages productivity by improving connectivity with educational institutions, and unlocks innovation and growth in areas with key value and export led sectors.

Figure 14: Programme interventions by theme, mapped to areas of employment deprivation, employment returns and residential return sites



Our proposed programme includes **investments in rapid transit**, which will see the sustained operation of the original Line 1 between Wolverhampton and Birmingham and the completion of the Wednesbury to Brierley Hill metro extension, combined with the development of route options along the Hagley Road to key employment growth areas in the west of Birmingham and the Black Country.

It also includes **critical rail investments** at Aldridge station and towards the development of business cases for new stations in high impact areas across the West Midlands.

Underpinning all of this activity will be a programme of interchange improvements including rail park and ride to support the transition between transport modes and the connectivity this brings. Our key centres of Sutton Coldfield and Solihull will also see the delivery and development of improved interchange environments, which will provide an attractive and welcoming access point whilst also catalysing further investment and regeneration in the area.

Case studies: Both the Coventry Very Light Rail and the A45 Birmingham to Airport SPRINT are key examples of how connecting our places across the West Midlands will unlock growth and productivity locally and at the UK level.

Coventry Very Light Rail is a research and development project which has the potential to provide a game changing option across the West Midlands. VLR will use the latest automotive expertise developed in the region to deliver an innovative and affordable light rail system, directly supporting the West Midlands Local Industrial Strategy. This project aims to deliver all of the economic benefits of light rail, but at a fraction of the cost, providing a real alternative to the car, and boosting key connections between residents and employment/educational opportunities. The first route is being developed in Coventry to provide a mass transport system for the city and prove the concept of VLR in a city centre environment. This will connect major employment, commercial, education and healthcare sites between the city centre and the newly-improved HS2 connected railway station, supporting economic activity and productivity growth within the WCMA and across the UK.

A45 Birmingham to Airport SPRINT is a bus-based rapid transit (BRT) proposal linking Birmingham city centre with Birmingham International Airport, the National Exhibition Centre and Solihull town centre along the A45 Coventry Road. It also links to an area of significant growth at the HS2 Interchange station site – ‘UK Central’ (UKC Hub). It will provide a high reliable and high frequency (targeting 95% on time, at 10 min between services at the least in the peak), alleviating congestion and connecting workers with new employment opportunities, homes, facilities, and onward domestic and international connections via the rail and air. It will also support growth and regeneration, supporting developments in the Birmingham City Centre Enterprise Zone, around the new HS2 Curzon Street Station and surrounding Masterplan area, development at UK Central, and in Solihull Town Centre, significant expected expansion at the JLR Lode Lane plant, with a new logistics hub, and new the ‘Environmental Enterprise District’ site identified in Birmingham’s ‘Big City Plan’. Finally, it is expected to drive productivity through agglomeration economies, with a level 1 BCR of 2.9 and a level 2 BCR of 3.6.

Levelling up connectivity and economic prosperity across the West Midlands

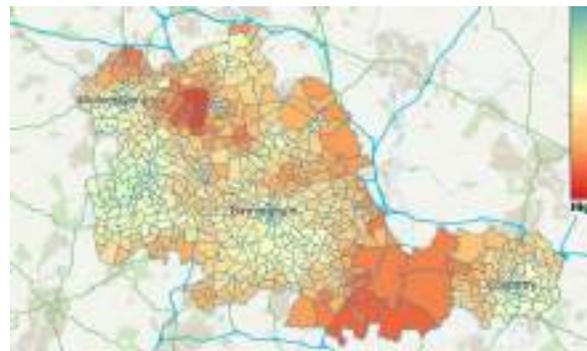
Improving the wellbeing and prosperity of our most deprived and vulnerable communities is a key part of levelling up the region, such that all West Midlands residents have access to the same life chances. Improving transport connectivity – particularly via public transport and active travel – plays a critical role in opening up those opportunities by reducing living costs, improving health and amenity, and importantly providing affordable access to work, leisure and educational opportunities. In supporting our most disadvantaged communities, we can

also support significant regeneration of our towns and cities by unlocking new affordable housing and employment development in the areas that need it most.

As already set out in Chapter 4, whilst public transport and active travel provides an important means of accessibility for those that cannot afford to travel by car, current service levels do not meet the needs of certain deprived areas, and risks entrenching deprivation by constraining access to employment and investment opportunities in these areas.

Transport inequality between car and public transport can be measured by using the gap between the number of jobs accessible by those who commute by car and those who must rely on active and public transport modes. Figure 15 shows that these disadvantages arise in semi-rural areas such as Knowle and the Meriden Gap. In these locations there is easy access to the motorway network extending the range that car commuters can travel. However, there is limited public transport service provision, which reduces travel horizons for public transport users. Areas west of Walsall, which do not have local rail or metro connections and must rely on bus as a means of public transport, also show high levels of inequality. The lowest areas of inequality are found within the centre of Birmingham where a high-quality public transport system competes against congested roads. Demand Responsive Transport infrastructure could be one of the tools to plug the accessibility gap in these hard to serve locations.

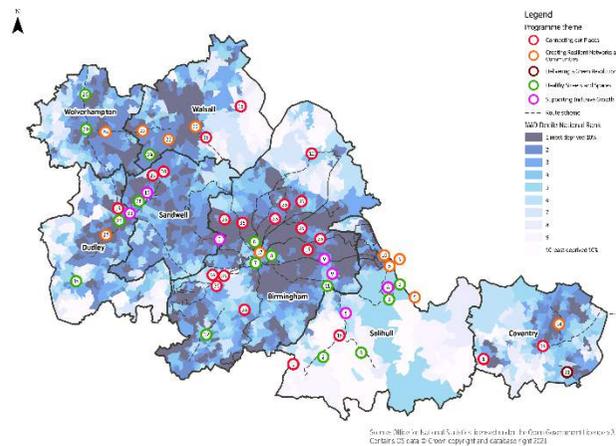
Figure 15: Level of transport inequality



Based on early analysis in the development of our proposed programme, we expect the investment of the type and ambition proposed under our CRSTS programme **could potentially deliver a 2-5% improvement in overall transport equality toward public transport and active travel over the next 15 years.**

Figure 16 demonstrates how our programme has the potential to address the key challenge of levelling up, targeting those underserved and deprived regions such as inner-city communities in Birmingham, Wolverhampton and Walsall, as well as more rural areas of the WMCA. Within these Local Authority areas, the majority of our programme interventions are also concentrated in the LSOAs that have higher levels of deprivation and poor accessibility/ employment opportunities. This underscores the fact that not only is the programme itself targeting areas in need of levelling up within the West Midlands, but that significant investment in the region will materially contribute to levelling up the UK economy overall.

Figure 16: Programme interventions by theme, mapped to areas of index of multiple deprivation



Both the Smethwick – Birmingham Inclusive Growth Corridor and Walsall to Wolverhampton Inclusive Growth corridor are key examples of how we will Level Up connectivity and economic prosperity for the areas of our region which are most in need.

The **Smethwick – Birmingham Inclusive Growth Corridor** is home to some of the most deprived and vulnerable communities in the West Midlands. The transport investment package combines a range of sustainable transport measures to increase travel horizons to employment and education opportunities. The additional capacity provided in the corridor will also help to accommodate new housing development and support the economic transformation of the corridor.

The **Walsall to Wolverhampton Inclusive Growth corridor** proposals combine multi-modal transport investment to improve journey time reliability, increase physical activity and boost connectivity for residents in the corridor. The package of measures will unlock housing and enable improved access to employment and education in Wolverhampton and Walsall as well as providing onward connections to improve travel horizons.

5.1.2 Other benefits

Decarbonising the West Midlands transport network to achieve our Net Zero ambitions

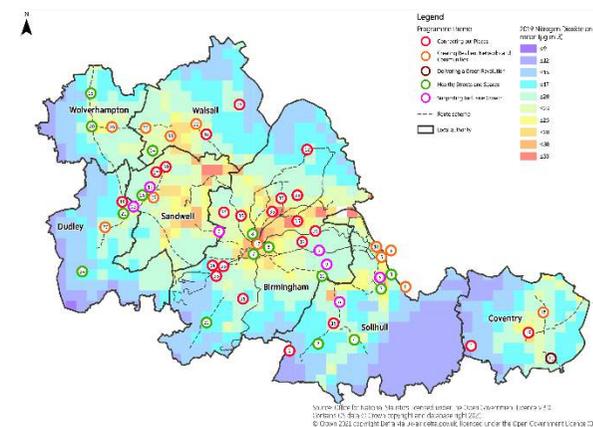
As of 2021, the carbon emissions from cars, LGVs and HGVs across the West Midlands amount to 3.443 MtCO₂e. Under a business-as-usual scenario, this is predicted to fall to 3.183 MtCO₂e by 2027 (the end of the funding period). However, this decarbonisation pathway is not sufficient to bring the West Midlands' transport emissions to net zero by 2050, with a significant gap of 2.490 MtCO₂e at this stage. On top of carbon emissions, road

transport is also the main contributor to NO_x and PM 2.5 emissions which deteriorate air quality and are detrimental to public health. Hence, there is an urgent need for additional transformative interventions which accelerate decarbonisation via modal shift and switch to zero emission engine sources in vehicles. The CRSTS timeframe is the earliest opportunity to make these interventions and meet our net zero carbon target by 2041.

Our proposed programme reduces carbon emissions and air pollutants (NO_x and PM 2.5) by targeting cars, LGVs and HGVs which are the largest contributors by mode and the locations which suffer most from air quality issues in West Midlands as shown on the map in Figure 17. The programmes aim to reduce carbon emissions and air pollutants through the following means:

- Improvement of public transport link and capacity to encourage modal shift from private vehicles to public transport
- Strengthening the links of cycling and walking paths to public transport and other transport hubs to encourage modal shift from private vehicles to active modes of travel
- Improvement of West Midland's Key Route Network to reduce congestion and therefore emissions from idling vehicles on roads
- Encouraging innovation to enable transition to zero emission powertrains for freight lorries
- Provision of EV charging points to build consumers' confidence in adopting EVs.

Figure 17: Programme interventions by theme, mapped to areas levels of Nitrogen Dioxide



Quantifiable element example: By 2027, which is the end of funding period, we have estimated that the EV chargers proposed within the programme are able to help drive down emissions to 3.140 MtCO₂e as opposed to the 3.183 MtCO₂e baseline. By 2050, we expect that our programme will help drive carbon emissions down to 1.056 MtCO₂e compared to the baseline which currently stands at 2.490 MtCO₂e.

Specifically related to the EV infrastructure element of the programme, the social cost of carbon, this will allow us to realise c.£423m (c.£16.9m per year from 2022) in carbon saving benefits by 2050.

Non-quantifiable (to be quantified as scoping matures): We expect more carbon-saving benefits can be reaped from the modal-shift-oriented interventions, the impact of which will be modelled in the near future. Furthermore, with the shift from ICE to zero emission vehicles, we also expect a proportionate reduction in NOx and PM 2.5 emissions to the reduction in carbon emissions.

5.2 Delivering Value for Money

As presented in Chapter 4, our CRSTS programme has been designed to align with key local and national SMART objectives and has gone through a robust sifting process to ensure that we deliver on the key objectives of the programme. This includes ensuring that Value for Money (VfM) is delivered by optimising economic (e.g. travel time, vehicle costs), environmental (e.g. noise, air quality and greenhouse emissions, landscape) and social (e.g. health, safety, accessibility) benefits and costs both locally and nationally, as well as targeting projects that can unlock growth and productivity, contribute to levelling up our economy and society, and decarbonise our transport network.

At this stage, not all projects are designed to a level of maturity where a detailed Business Case and Green Book economic appraisal has been completed. There are, however, a number of key schemes in the programme that are at or are progressing towards this stage.

Table 9 provides a summary of a mix of key schemes, representative across the six themes of our programme. It demonstrates our commitment to both developing and delivering schemes and to optimising our overall programme so that we maximise public value both locally and nationally, and our commitment to testing these outcomes through a robust Green Book compliant business case process. Our programme level and individual scheme Monitoring and Evaluation Programme will help to ensure intended benefits are realised and captured to inform future programmes.

Table 9: VfM summary of key illustrative schemes across the six CRSTS programme themes

Name	Description	Key benefits	BCR (excl WEBS)
Connecting our Places			
BSIP Cross City Bus Priority	Increasing bus priority is a key area of opportunity. Transport is fundamental to our region's economic growth, but congestion on our roads remains a challenge to our ambitions. In deprived areas where there is a greater dependency on buses to access education and work opportunities, congestion disproportionately impacts upon bus users, increasing journey times and reducing potential job catchments. These factors ultimately create barriers to people and communities most in need of change and restrict the inclusive growth agenda for the region.	<ul style="list-style-type: none"> Reduction in road congestion, making bus journey times more reliable and shorter Increased bus patronage Modal shift away from car use Improved access to employment and educational opportunities Reduced emissions from transport 	2:1 - 4.4:1
Aldridge station	<p>The creation of a train station in Aldridge serves the objective of improving the town's rail connections to Birmingham and Walsall, following the station's closure in 1965. With the public transport offer limited to limited bus services, Aldridge has a low share of rail journeys to work in central Birmingham compared to North Birmingham towns, resulting in long journeys for residents without car ownership and a geographical spill-over of rail demand to neighbouring train stations.</p> <p>The development of the train station sets the ambition of better integrating Aldridge to regional economic growth prospects, by relying on and contributing to housing developments and improving local access to the regional economic centres of Birmingham and the Black Country. The scheme also aims to abstract car access to other North Birmingham train stations, releasing parking capacity and available seats and enabling further passenger growth.</p>	<ul style="list-style-type: none"> Improved access to employment and training supporting a shift towards high value jobs. Reduced congestion, improved times savings and better access to regional economic growth centres. Strengthened reliability of the public transport offer with positive effects on highway journeys through modal substitution. Increased opportunities for local active mobility. Reduced emissions in North Birmingham A and local roads. 	2.2
Supporting inclusive growth			
Sprint A45 Phase 2	Phase 1 of the A45 Sprint route will connect Birmingham City Centre to Birmingham Airport. Phase 2 will see the route extended from Birmingham Airport to Solihull Town Centre. This will provide a rapid transit link between the two major centres, improving journeys by public transport.	<ul style="list-style-type: none"> Improved access to employment and training opportunities in Birmingham City Centre and Solihull Town Centre for residents in East Birmingham and Solihull Modal shift from car use to public transport Reduced emissions from transport Opportunities for growth and investment along the corridor 	3.23
Health Streets and Spaces			
A45 Coventry Road Cycle Scheme	The A45 Coventry Road Cycle Scheme will deliver significant improvements to cycle infrastructure along the length of A45 between Bordesley Circus and the Sheaf Lane/Hobs Moat Road junction in Sheldon, a distance of approximately 7.25km. The A45 corridor is an important connection for Birmingham serving residents and businesses in Digbeth, Sheldon, and Yardley. The route is the key link to East Birmingham and is susceptible to significant congestion as a result.	<ul style="list-style-type: none"> Journey time savings and reliability benefits for commuters and business through congestion relief for cyclists. Improvements in air quality, and reduction in carbon emissions from modal shift. Improved journey quality and safety, from improved lighting and reduced casualties from segregated roads, and smooth and comfortable rides. 	3.3

Name	Description	Key benefits	BCR (excl WEBS)
	The scheme consists of segregated cycle tracks where possible on the main corridor, priority crossing points and links to existing cycle routes including the Cole Valley and Grand Union Canal. It will encourage more cycling and contribute to providing congestion relief, and a range of environmental and social benefits, including health and safety.	<ul style="list-style-type: none"> Increased health and reduced absenteeism from active travel, leading to business productivity savings. Improved town scaping and regeneration, improving access to employment opportunities. 	
Creating Resilient Networks and Communities			
A4123 Walk, Cycle and Bus Corridor	A major highway corridor in the black country which will have major upgrades to walking and cycling infrastructure, and some measures for bus improvement. The scheme will include High-quality walking and cycling infrastructure (two-way segregated cycle route spanning whole length) and bus priority infrastructure.	<ul style="list-style-type: none"> Increase in active travel activity Increased bus patronage Reduced emissions from transport Improve health and wellbeing benefits Improved access to employment and training opportunities 	>2
Foleshill Transport Package	Package of measures that will reinforce the role of the A444 as the strategic route for through traffic, enabling segregated cycle routes and bus priority measures to be introduced o Foleshill Road, supporting active, healthier and more prosperous communities to the north of Coventry, facilitating future growth, improving air quality, promoting active ravel and improving bus service reliability.	<ul style="list-style-type: none"> Removing barriers to growth, job creation and economic development by improving accessibility in the area to access key employment and housing sites Unlock regeneration and development from increased transport demand and accessibility. Improved linkages between the key employment sites, the city centre and existing and planned housing developments will assist in developing the north of Coventry as a place where people can live and work, and helping to tackle health and economic poverty in a deprived area of the city.. 	3.6
Delivering a Green Revolution			
Black Country Ultra Low Vehicle Emissions Strategy (ULEV)	The Black Country Ultra Low Vehicle Emissions Strategy (ULEV), leverages the emergence, growing affordability and utility of electric and low emission technologies to decarbonise and address the environmental and public health issues associated with conventional vehicle usages. The strategy prioritises an individual, business and council level transition towards electric vehicles with the associated requirements of increasing the number EV charge points and upgrading the energy infrastructure. A central piece of the strategy is the installation of 975 additional EV charging sockets around the Black Country by 2025.	<ul style="list-style-type: none"> Reduced greenhouse gas emissions and noise from take up of ULEV cars Business sector benefits based on the growing accessibility of EV generating operational costs savings and growing employment demand on skilled EV infrastructures management and maintenance. Facilitated investments in the local area by providing EV infrastructure and ensuring that the region aligns with the wider UK transport network. 	3.6-33.6
Making Behaviour Change Easy			
Smart ticketing scheme (cEMV contactless payment broker)	The Broker model Smart ticketing scheme will allow better and more integrated contactless ticketing across the West Midlands transport network and include the introduction of an advanced fare system, whilst allowing different operators to maintain their own back offices, Payment Service Providers (PSPs), and ticketing infrastructure investment. This will lead to a more cost and time efficient customer focused network, with fares structured in a way that direct behavioural change towards WM objectives (such as decarbonisation). It will achieve	<ul style="list-style-type: none"> Increased and improved real time passenger information from improved technology and smart ticketing, with passengers being able to adjust to live information. Quicker bus journeys, including reduced waiting times and queuing at bus stops from efficient ticketing and boarding/alighting. Also from more reliable journeys and greater bus frequencies from reduced dwell times. Environmental improvements from mode shift, as a result of an improved public transport experience. 	3.3

Name	Description	Key benefits	BCR (exl WEBS)
	this with minimal cost and disruption for operators and customers by leveraging current operator investments.	<ul style="list-style-type: none"> • Amenity/customer satisfaction from smart ticket solutions, including reliability and confidence of being charged correctly, as well as other benefits to customers. • Agglomeration from improved effective economic density, reflecting the improved access to jobs for residents unlocked by an efficient network. • Other benefits such as greater competition between operators, reduced ticket fraud and internal operating efficiencies. 	

5.3 The relative opportunity of higher cost schemes

The vast majority of the CRSTS programme is relatively smaller investments, however, a few larger more transformative investments are included. The higher cost schemes (i.e. typically those schemes over £50m) represent an opportunity to deliver a step change in infrastructure provision by improving journey times, the quality of service and/or the quality of vehicles to attract new users. The schemes within this higher cost category have been developed over a sustained period of time with low cost and/or alternative options considered throughout the process. This provides us with the confidence that all possible options have been considered and that ultimately the scheme being promoted provides the best value for money against the defined programme objectives.

The higher cost schemes presented are located on strategic corridors which have been a target for investment over a sustained period of time. These investment targets were identified through the establishment of 'High Volume Corridors' across the West Midlands. These corridors were characterised as those areas which had higher levels of travel demand and which could ultimately benefit from high quality, frequent public transport services. The categorisation of these corridors formed the basis for detailed scheme assessment and evaluation to help identify suitable upgrades to higher capacity public transport services. The assessment of these schemes has included the evaluation of a range of lower cost and low-cost alternatives before confirming a preferred solution. For some schemes such as the Very Light Rail Programme, the appraisal has confirmed that a Light Rail option is the correct mode based on the level of demand which needs to be catered for. For other schemes such as the BSIP Bus Priority Routes the progression of the measures identified was established having considered the relative merits of higher cost proposals such as LRT and BRT before confirming the targeted investment in bus priority delivered both value for money and supported objectives in the corridors selected. Conversely the Sprint BRT scheme for the A34 Walsall to Birmingham corridor arose from an initial promotion of LRT which resulted in the lower cost alternative (i.e. Sprint) being selected as the preferred approach in this corridor due to high level of benefits which could be delivered through BRT vs the higher cost of LRT.

Table 10 summarises those schemes which require higher levels of CRSTS funding, the alternatives which have been assessed in the scheme development process and a summary of the key benefits these schemes provide. An indicative Value for Money category has also been provided where the information is available.

Table 10: Benefits of higher cost schemes

Scheme Name	CRSTS Funding	Alternatives Assessed	Strategic Weaknesses of Alternative Options	Key Benefits of Preferred Scheme	Value for Money Category of Preferred Scheme
Metro Depot	£50m	N/A	N/A	Facilitates expansion of the Metro network to support improved connectivity across the wider West Midlands	High
Very Light Rail Regional Programme	£71.5m	Bus Rapid Transit	Fixed track system provides greater user confidence. Bus Rapid Transit will not deliver the step change required to deliver levels of improved journey time and connectivity to encourage users.	Delivers an innovative and affordable light rail system by delivering the economic benefits of light rail, but at a fraction of the cost. This provides a real alternative to the car, and boosts key connections in Coventry including enhanced access to regeneration sites. Potential for economic benefits through local manufacture of VLR technology and associated skills and supply chain impacts.	High

BSIP Bus Priority Cross City Routes	£59m	Bus Rapid Transit Metro	Costs associated with BRT and LRT infrastructure exceeded the anticipated benefits.	Fewer private car journeys by making bus more attractive Improved journey time reliability and level of service Better connected communities able to access a greater level of employment, education and leisure opportunities	High
Sprint A34 & A45 Phase 2 ⁷	£56m	Metro	Large proportion of benefits associated with LRT scheme could be delivered with the lower cost of Sprint BRT.	Fewer private car journeys by making BRT service competitive on journey times. Improved journey time reliability and level of service	High

⁷ Note these are two separate schemes, aggregated here for illustration of approach to option assessment.

5.4 How we have identified and prioritised schemes for CRSTS

Introduction

Since formation of the West Midlands Combined Authority (WMCA) in 2016, we have worked with our members to prioritise how and where we invest with the finite resources available to the CA. This has meant we have invested time in identifying a pipeline of investment projects that are needed to support the region's need, alongside developing an evidence-based and balanced approach to prioritising between investments. We have built upon this experience in identifying and prioritising schemes over the five-year CRSTS programme that are aimed at delivering real benefits to the West Midlands right from the outset.

Our process commenced in 2020 in anticipation of CRSTS. We have taken a structured, iterative and collaborative approach based on a clear prioritisation framework, with criteria linked to local and national objectives, with buy-in from Local Authority partners and the Mayor.

Our programme development process

Given the needs of the West Midlands, inevitably even at the upper range of funding available through CRSTS there is insufficient money to develop or deliver all of the projects we would want to across the West Midlands. There are currently a significant number of projects in the pipeline, all at different stages of development. It was essential that the process to develop our programme allowed all projects to be assessed on a fair and objective basis regardless of the stage of maturity of individual schemes.

With this in mind, we have followed a five-stage process when developing our programme.

Stage 1 – Call for projects and programme gap analysis

We undertook an exercise to refresh and review the current position of the capital pipeline across the West Midlands based on existing or desired transport scheme proposals over the next 15 years. This early stage call for projects from Local Authorities and within TfWM allowed scope for new proposals to be developed to address current challenges and support the delivery of local and national objectives.

This resulted in a refreshed pipeline of over 200 individual transport schemes, which were identified during this process, conducted once in 2020 and again in spring this year.

We then carried out a programme-level gap analysis to identify the extent to which the desired outcomes were not being fully met, using an evidence base of technical work undertaken when drawing up our Local Transport Plan and the linked themes and objectives for the CRSTS programme. Where gaps were identified, we developed new proposals to be included within the project pipeline and also refined existing schemes to better align to the overall outcomes sought.

Stage 2 – Sifting against programme criteria

The next stage was to sift the 'long list' pipeline of schemes based on strategic fit, affordability and deliverability to generate a first cut of proposals for the CRSTS programme.

To facilitate this process we collated a consistent level of key information for each scheme including: a problem statement, anticipated outcomes and benefits, the thematic driver for the intervention, timescales for development and delivery, barriers to delivery, an indicative cost

range and, where appropriate, complimentary and/or alternative funding routes. Our prioritisation framework was then applied using assessment of the following criteria:

- **Strategic fit:** schemes were assessed against national priorities, the emerging LTP objectives and the CRSTS delivery programme themes. As part of this we considered whether a proportionate amount of work had been undertaken at the different stages of development to articulate the benefits of individual schemes, and sought further details where necessary. We then used logic maps to visualise how schemes contribute towards objectives. We also considered the fit with our emerging Inclusive Growth Corridors (cross boundary corridor packages which support inclusive, zero carbon growth) and Local Delivery Plans (area-based strategies which support LTP outcomes).
- **Affordability:** we assessed whether the level of investment required justified the rationale and benefits of each scheme, and whether the programme as a whole fell within a reasonable funding envelope. As part of this, we considered links with other funding programmes to ensure CRSTS was the most appropriate route, as well as the extent to which any investment could level local funding.
- **Deliverability and risks:** we looked at whether the programme and funding commitments could be met, within the timescale necessary, what level of local and political support they had, and how sensitive scheme costs and benefits were to uncertainty stemming from COVID.

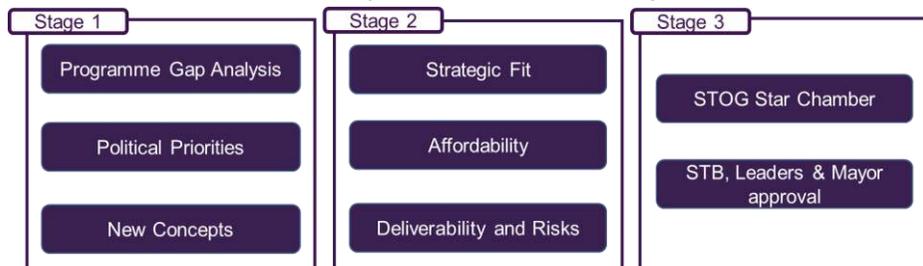
Stage 3 – Building consensus around the optimum package of interventions

Fine-tuning the programme was an iterative process. There were extensive discussions with constituent Local Authorities, scheme promoters and senior leaders to review, clarify and challenge the programme. This included:

- Review and challenge from our Strategic Transport Officers Group (STOG) culminating in a specially convened STAR Chamber session.
- Engagement with our Strategic Transport Board, Met Leaders and the Mayor to agree the shape of the programme.
- Final approval by the West Midlands Combined Authority board on 17 September 2021 with our initial programme presented to DfT in Autumn 2021.

Stage 4 – Recasting of the Programme

Following confirmation of the £1.05bn CRSTS allocation to the West Midlands, further guidance from the DfT confirmed that capital funding for bus projects (detailed in our BSIP) would also need to be included within our CRSTS proposal. In addition, construction cost inflation has increased significantly in recent times. Given that CRSTS is the only significant source of funding available for transport projects over the next 5 years, a further call was also made to ascertain whether any existing schemes (where there are only minimum levels of financial reserves held back) were experiencing costs pressures. The combination of additional capital bus projects and the identification of schemes experiencing costs pressures due to construction inflation resulted in an updated 'long list' of 111 schemes being established.



Stage 5 - Prioritisation

The final stage of the process was to ensure the schemes identified for funding were robust in terms of their strategic fit and deliverability. This would ensure we promoted the schemes which would meet our local and national objectives and provide certainty that they could be delivered within the CRSTS funding window. To ensure consistency we adopted the approach undertaken in Stage 2 and utilised the most up to date information to assess schemes. The assessment criteria is captured in Table 11.

Table 11: Assessment criteria for Final Programme Prioritisation

CRSTS Objectives	Contribution to levelling-up	
	Economy	Economic outcome (VfM)
		Impact on transport inequality
		Impact on sustaining economic success
Contribution to other economic benefits		
	Contribution towards carbon / environmental objectives	
Deliverability	Physical deliverability	
	Number and significance of dependencies on and to other schemes	
	Scheme maturity (e.g. readiness)	

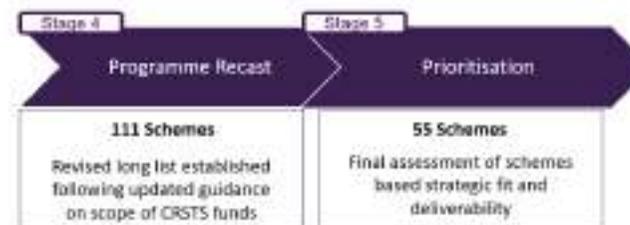
In delivering this final stage, each scheme sponsor was required to provide more detail on each of their projects which would enable a more robust assessment to be made against the criteria in Table 11. Each scheme was assessed on a three-point scale against each of the 9 criteria (Low / Medium / High or Many / Some / Few).

The assessment was made based upon the information supplied by scheme sponsors as well as experience of undertaking appraisal using TAG, monitoring & evaluation of previous similar schemes and also consideration of the scale and location of the investment being made.

All assessments were made relative to the other projects which were undergoing assessment, in order to provide a range of results. For instance, none of the schemes which had reached this stage of programme development were identified as having poor value for money (in benefit cost ratio terms), but some schemes had a weaker value for money than others in the list being assessed which was reflected in the assessment.

Each of the 9 criteria were assessed, and given a corresponding score, with each of the four categories being summed and then ranked, with ranks of each category being summed and then ranked again for an overall rank.

During conversations with DfT and Treasury, it was made clear that deliverability of the projects was incredibly important, so it was considered prudent to double weight the deliverability theme to emphasise how important this aspect was. This assessment was used to aid discussion and frame the final programme. As a result of this process we have developed a robust, prioritised programme of transport investments that maximises the positive contributions towards economic growth, carbon reduction, levelling-up transport and economic inequalities, health and supporting communities across the West Midlands. This includes a mix of delivery over the next five years, and development where schemes have a strong case for development funding via CRSTS for delivery beyond this window.



5.5 How post-COVID demand forecasts and evidence of recovery will inform decision-making

As part of the appraisal framework for CRSTS programme schemes, internal assurance and decision-making processes are being informed by reference to TfWM scenario planning for personal travel as we exit Covid-19.

Pre-pandemic in our city-region, decades of sustainable travel investment, and effective planning and policy-making were paying economic and environmental impact dividends – visible in travel trend outcomes; record rail trip numbers, a rise in cycling, and declining bus use stemmed with signs of growth (especially where operators and authorities invested in new buses and priority). And even with rising ownership, car trips per head were falling too.

Covid-19 disrupted these local personal travel trends, and though we have seen recovery already, post-pandemic demand forecasts are uncertain. To try and map plausible futures in the face of uncertainty, TfWM generated initial scenarios for residents' local travel in the exit from the pandemic.

Two main relevant axes of uncertainty were identified; economic recovery, and social change/state intervention (including by TfWM) that together will take us in the direction of one of four new scenarios.

Where economic recovery, and delivery of popular sustainable travel measures combine, will be a scenario most likely to align with local and national goals. But where slow recovery meets weakly-supported behaviour change is a scenario far from common strategic aims.

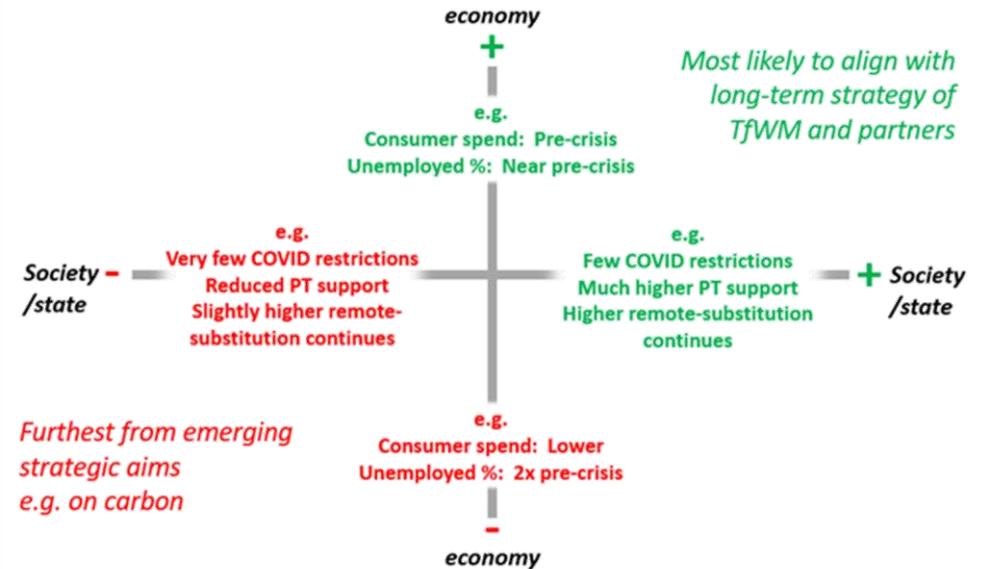
Assumptions on the range of change on each axis drew on a range of secondary data, but also TfWM Human Intelligence Team (HIT) surveys of resident and business hopes for community, economy, environment, and health post-Covid. These hopes inform strategy, validating more positive society/state axis values, and with no default return to 'normal' assumed, helping avoid self-fulfilment risk from a too-pessimistic set of scenarios.

To understand changes in local residents' personal travel by scenario, a global review of travel data and forecasts was undertaken – starting with TfWM Data Insight Service information on trends locally, but then externally too (TfWM is active in a range of industry forums discussing transport and Covid) from transport authorities, operators, consultancies, market researchers, and academics in the UK and overseas. Data collected was both real from places that were earlier in and out of lockdowns, and forecasts and surveys of travellers and businesses. Data was combined and outliers removed, split into four rounded quartiles, and assigned to scenarios from least to most positive for each mode. For example, the least positive active travel demand quartile was a best fit for a scenario that was negative on both economic recovery, and social change/state intervention, and the most positive with its opposite.

Results suggested four scenario names:

- Hoping (good growth and social change and transport plans and investment in line with strategy)
 - Active travel +10% more trips by local residents, Car -10% trips, Public transport (PT) -10% trips

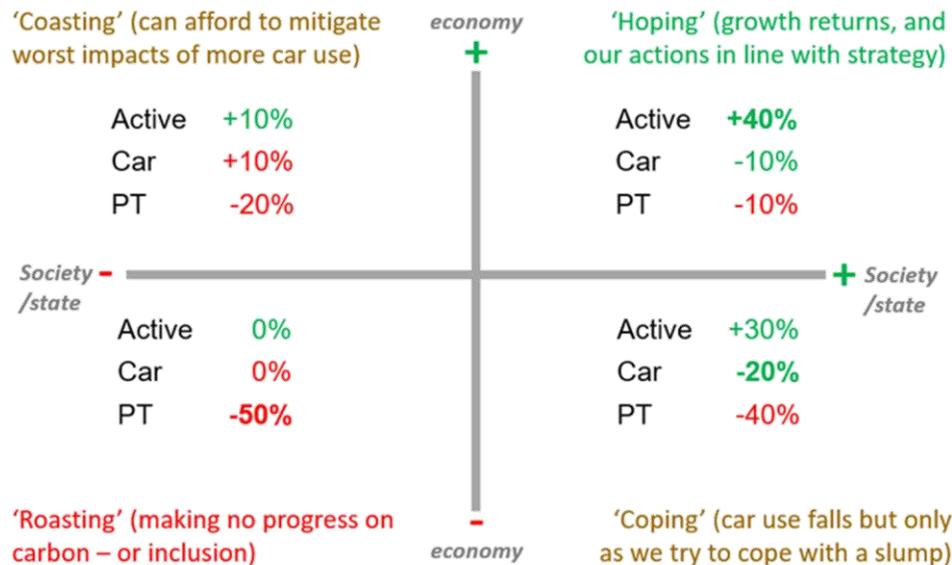
- Coping (weak recovery but some beneficial social/environmental outcomes from e.g. lower car use)
 - Active +30%, Car -20%, PT -40%
- Roasting (poor recovery and little funds for, or attention paid to, social and environmental problems)



- Active no change, Car no change, PT -50%
- Coasting (growing economy might fund mitigation of more car use and declining PT demand/supply)
 - Active +10%, Car +10%, PT -20%

Results show significant change at the level of individual trip-making, and except for 'Coasting' a fall in trips in all scenarios (especially 'Coping'). There is a large fall in miles travelled (which matters more for carbon goals) in 'Coping' too, but less in other scenarios and again a rise in 'Coasting'. And even in the most sustainable overall scenario of 'Hoping', total traffic miles would only fall by around 7% – initial scenarios are positive about recovery, which we have seen, but action is needed to avoid a car-led one.

Guided by evidence, research into what communities and stakeholders want, and existing plans and emerging policy aims, TfWM is aiming at the 'Hoping' scenario as the best route to take as we exit Covid, and acting now for sustainable transport improvements that will support 'building back better' in the city-region and the economic recovery 'Hoping' depends on too.

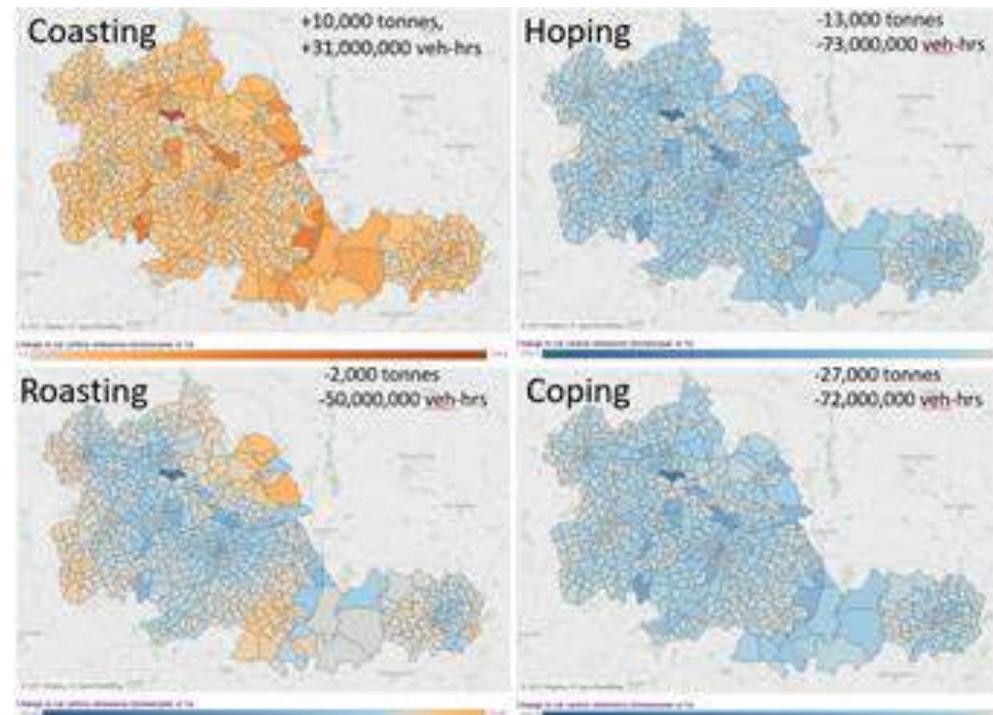


Initial scenarios have helped inform CRSTS prioritisation to date, looking for schemes which are likely to have positive outcomes (no or 'low' regrets) in most/all scenarios. And now further work has been undertaken using initial scenarios as 'compass settings' for longer-term change, and then breaking down city-region residents' travel scenarios to smaller geographies, more appropriate for appraisal sensitivity tests by scenario.

The methodology for this local scenario breakdown work, with consultant and academic partners, has brought together two existing strengths of our pre-Covid approach to appraisal:

- our HIT all-traveller segmentation – which fits residents around eight categories on socio-demographic characteristics that affect travel – which have been mapped across the city-region – a key tool for a range of transport planning, policy, and management applications

- the West Midlands PRISM (Policy Responsive Integrated Strategy Model), a well-established and regarded multi-modal disaggregate demand model of the city-region, used in many major scheme appraisals with DfT, and now 'segmented' to assist with understanding Covid impacts



Using existing research, and expert workshops, estimates were made of how the eight traveller segments would change their travel habits by mode in each scenario. These were then brought into PRISM, but controlling results at the city-region level to initial scenario estimates. The results mean it is now possible to see with some confidence how scenarios appear at more local geographies, not just in terms of mode use, but via PRISM in terms of congestion, carbon, and other impacts too.

The work has been well-received and was showcased recently as an example of addressing Covid uncertainty in modelling at the UK 'Modelling World' conference. And a flexible user-friendly Tableau tool is being constructed, to complement analysis via PRISM to ensure maximum accessibility of the work for helping refine the further development of CRSTS programme schemes for the best progress on outcomes in all Covid scenarios.

5.6 How the robustness of the market to further shocks will be considered in appraisals

Our CRSTS programme schemes cover all seven metropolitan Districts – an area of over 900 square kilometres and three cities (and a regional capital in Birmingham), nine strategic centres, and many smaller towns. There is a huge range of private and public sector economic activity with national and international leaders represented in sectors including; construction, education, food and drink, healthcare, manufacturing, professional services, research, retail – as well as transport itself. And the variety of employment is matched by an equal diversity of communities; our population of three million (and rising) is the largest and most ethnically diverse outside London.

CRSTS schemes have also been packaged into six distinct themes to make progress on a broad front of objectives too – and many do not depend on pandemic developments, like decarbonisation objectives, in line with our legally-binding national targets. So a programme of varied sustainable travel improvements across this large area offers a good deal of built-in resilience should the combination of economic recovery and social change post-Covid in any part of the city-region mean the market for a CRSTS scheme appraisal does not reach (or exceed) projections. In addition, prioritisation of CRSTS schemes has been informed by work on city-region travel demand scenarios for the exit from Covid, and further refinement of schemes will use a development of this work to look at scenarios by local areas around schemes (the developed work will also facilitate highly-targeted marketing messages to ‘sell’ schemes to the different population ‘segments’ in each local area). Scenarios were generated based on likely social change/transport support, and economic recovery – and before the pandemic is over there are many signs of an economic recovery that improved sustainable can encourage – for instance, whilst there were job losses in the pandemic there are significant numbers of vacancies now that improved transport can help provide sustainable access to.

Footfall is another indicator of recovery, and weekend (eating out, entertainment, retail) footfall in many of our town and city centres is at or above pre-Covid levels – as is weekday footfall in many suburban locations, a stronger recovery than might have been expected when some local centres were not thriving pre-pandemic, but a good foundation for CRSTS active travel schemes to build on in pursuit of 15/20-minute city outcomes. Weekday footfall remains suppressed in the larger centres where professional employment dominates – professionals have been more able than other groups to work from home – and this has seen a fall in weekday peak public transport use, especially rail – but figures before ‘Plan B’ showed weekday footfall back around two-thirds of pre-Covid in central Birmingham and Coventry, and over 80% in Wolverhampton city centre.

And in another sign of the emerging economic recovery we want to support is the coming of major professional service employers (e.g. Arup, BT, and Goldman Sachs) to our city centres which will employ many local people but also attract commuters from further afield, likely to make the sustainable commuting choice of rail if we can support the continued improvement of services – especially as HS2 and related economic development arrive through the 2020s in central Birmingham and in Solihull at UK Central.

Our tracking of mode use (echoed by Google Community Mobility data) reflects this nascent economic recovery – before latest work from home advice, car traffic was back near pre-pandemic levels (so congestion remains a challenge for the city region to meet), walking and cycling were largely recovered (or higher in the case of cycling), bus was around 80%, and Metro 90% (excluding the recent temporary closure for repairs).

Rail had only reached around 60% – some of the gap is due to temporary service problems around Covid absence among rail staff – a situation that will end with the pandemic and which recruitment and training is already addressing, but a large part the missing 40% would be those city centre professionals able to work from home (and also more likely than average to have a car available).

Similar pictures in both mode use and footfall in other metropolitan areas give confidence that data is accurate and that trends are underpinned by more than only local factors, so that the recovery our CRSTS schemes aim to support is real and they will be needed to support it. At the same time, and uniquely, the importance of sustainable transport in the West Midlands metropolitan area does not only depend on, or solely support, this area – our place at the heart UK road and rail transport networks, means city-region transport has a vital wider regional and national role in the Union. The West Midlands also has a special national role currently – hosting the Commonwealth Games and Coventry City of Culture – sustainable access is central in the organisation of these events, and more use of sustainable transport is an intended legacy too, along with the contribution to economic recovery expected.

Turning to social change, as people have adapted to life with Covid, online substitution (a trend pre-pandemic) has certainly increased with the shift to working from home already noted, and far more online shopping in lockdowns – but much of the latter has returned to bricks-and-mortar (especially in well-connected centres), and hybrid working is replacing work from home as a longer-term model for most professionals, with a continued role for city centres as business and commuter hubs. Our local Birmingham Colmore Business District sees its future as ‘The Space Between’ that can attract business, professional and visitor groups individually because it can attract them all and provide the social and economic interaction they seek – although getting remaining professionals and others back to city centres will depend on maintaining and improving sustainable transport.

Meanwhile our own Human Intelligence Team (HIT) surveys with local communities help to better-understand the latest social change, suggesting around two-thirds now think ‘the worst has passed’ from Covid and that worries about infection from public transport have been diminishing. They also show fewer people working from home often or expecting to be doing so in future, though as uncertainty recedes. minority now report they will work from home permanently (a similar-sized minority now say they will return to the workplace full-time in future). When they do return to the office more plan to drive than previously but more plan to use active modes too – so a positive our CRSTS schemes will build on as well as a challenge they will address. There also seems either a greater willingness or need on the part of many young people to resume pre-Covid travel habits, whether for work, study, or socially. Younger people were among the most frequent users of public transport before the pandemic, and with Birmingham the UK’s youngest city (not counting its many students), and this being a fast-growing segment of a fast-growing population, this indicates a group with increasing need of

better sustainable transport, and likely to make up an increasing proportion of the projected demand for many CRSTS schemes.

Work on scenarios combined social change with government plans on transport as a factor in the shape of Covid recovery. And our fifth LTP will see CRSTS schemes delivered in a supportive policy environment where a focus on our five 'motives for change' around (around inclusive economic growth, fairness, communities, active travel, and climate) will only increase the background demand for sustainable travel, as should our Bus Service Improvement Plan proposals to 'Bus Back Better' in line with the National Bus Strategy. Then the embedding of recent and ongoing transport investments will also underpin growth in sustainable travel demand across the network – investments like HS2 and local rail service expansions, the Birmingham and Wolverhampton city centre Metro extensions, Sprint Bus Rapid Transit, new bus stations, and the electrification of buses in Coventry and elsewhere in partnership with operators (which following recent merger announcements should bring access to the resources of the largest UK regional operator), and active travel improvements, as we realise LCWIPs, not least the 500-mile Starley Network.

There are plenty of synergies here for CRSTS schemes to exploit, in line with the economic recovery they will help to maintain and accelerate – ensuring the recovery is not car-led and instead is closer to the pre-pandemic picture of record rail trip numbers, rising cycling, and signs of growth in bus use too.

Overall, there are many reasons to be hoping for a rapid return to pre-pandemic travel trends in the metropolitan area. And still more confidence in demand projections for CRSTS schemes, carefully prioritised and packaged as they have been to support a broad range of widely-endorsed objectives, and the diverse needs of all the growing communities across the city-region, where recovery will continue to strengthen with the right support. Continued sustainable transport investment is a key element of that support, to build on all the recent and committed network improvements, realising the ambition for our area in our policy outcomes (and planned evaluation) for the better-connected, more prosperous, inclusive, healthier, and sustainable city-region of the near future.

5.7 The prioritised list of schemes

Scheme Name	BCR	Non-monetised Benefits
Hagley Road Rapid Transit	tbc	High Growth unlocked, Inclusion, and Demand
Metro Depot (£32m) and Metro Traction Power (£18m)	2.21	Reliability, accessibility, regeneration and crowding benefits through the ability to operate the optimum number of vehicles on network.
Metro Line 1 Renovation costs	>2	Reliability, accessibility, regeneration and crowding benefits through the ability to operate the optimum number of vehicles on network.
Wednesbury Brierley Hill Metro Extension (TCF FINAL YEAR)	2.48	Benefits which may be more difficult to monetise would include security, access to services, and option values
Very Light Rail Regional Programme (Coventry VLR R&D, VLR Coventry Demo Route, EBNS Business Case [inc mode options assessment]; potential for BC VLR Centre)	1.69 - 2.5	Reliability, regeneration, greenhouse gases (scale not clear at this stage), physical activity, journey quality, accidents (scale not clear at this stage), security, access to services
Sutton Gateway	>2	Landscape, Townscape, Regeneration
Solihull Rail Station	2.18	Landscape, Townscape, Regeneration
Ring & Ride Estate Development (Tile Hill & Whitlocks End)	2 - 3	Greenhouse gases, air quality, physical activity, public transport interchange
BSIP Bus Priority X-city Routes	2:1 - 4.4	Agglomeration effects, reduced noise, environmental benefits
BSIP Bus Priority C - Solihull - Dorridge Bus Priority	>2	Agglomeration effects, reduced noise, environmental benefits
Demand Responsive Bus (inc diversification of Ring & Ride)	>2	Environmental benefits from reduced emissions from car journeys, wellbeing and health benefits from greater access and inclusion within society
Aldridge Station	>2	Reliability, regeneration
Rail Development	>2	Reliability, regeneration
Snow Hill Growth Strategy	4.06	Reduce severance created by major roads, improved health and wellbeing of residents
Connecting our places Local Network Improvement Plan	~2 - 4	Passenger welfare improved within waiting environment from improvements to public transport stops and interchanges
Smethwick - Birmingham Inclusive Growth Corridor Transport Package	2.33	Regeneration, reliability impacts

East Birmingham to Solihull Corridor	>2	Benefits which may be more difficult to monetise would include security, access to services, and option values
<p>Sprint A45 Phase 2</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 177</p>	3.23	<p>Additional benefits have been identified which are not specifically quantified within the business case:</p> <p>Public Health Benefits:</p> <ul style="list-style-type: none"> • Increased levels of active travel across the region • Reduced levels of accidents avoided through increase patronage of public transport • Reduction in health in-equalities enabled through a better-connected transport system providing access to services <p>Social Well-Being Benefits:</p> <ul style="list-style-type: none"> • Improved access to a range of social facilities at an affordable price point <p>Environment Benefits:</p> <ul style="list-style-type: none"> • Enhancement to the quality of the public realm space along route • Reduction in greenhouse emissions <p>Population Growth and Housing Development Benefits:</p> <ul style="list-style-type: none"> • Increase in viability of new housing developments through connectivity to the Sprint route <p>Economic growth/economic inclusion Benefits:</p> <ul style="list-style-type: none"> • Better connection to key employers across the region
Chester Road Corridor – Segregated Cycleway and Capacity Enhancement	3.1	Public health benefits through active travel
Active Travel - A45 Segregated Cycleway	3.28	Regeneration, Reliability impacts
Sprint A34 Phase 2 (inc P&R)	3.23	<p>Additional benefits have been identified which are not specifically quantified within the business case:</p> <p>Public Health Benefits:</p> <ul style="list-style-type: none"> • Increased levels of active travel across the region • Reduced levels of accidents avoided through increase patronage of public transport

		<ul style="list-style-type: none"> Reduction in health in-equalities enabled through a better-connected transport system providing access to services <p>Social Well-Being Benefits:</p> <ul style="list-style-type: none"> Improved access to a range of social facilities at an affordable price point <p>Environment Benefits:</p> <ul style="list-style-type: none"> Enhancement to the quality of the public realm space along route Reduction in greenhouse emissions <p>Population Growth and Housing Development Benefits:</p> <ul style="list-style-type: none"> Increase in viability of new housing developments through connectivity to the Sprint route <p>Economic growth/economic inclusion Benefits:</p> <p>Better connection to key employers across the region</p>
Polverhampton City Centre Movement - Walk, Cycle and Bus Package	4.87	Regeneration, Reliability impacts
454 Walk, Cycle and Bus Corridor	2.46	Water environment
Buses, Cycle and Walk Access: Darlaston and Willenhall Train Stations	2.6	Regeneration, Reliability impacts
Dudley Port ITH - Phase 1 and Phase 2 Development	>2	Landscape, Townscape, Regeneration
Wednesbury to Brierley Hill Extension Sustainable Access Measures	2.6	Regeneration, Reliability impacts
Inclusive growth Local Network Improvement Plan	~2 - 4	Passenger welfare improved within waiting environment from improvements to public transport stops and interchanges
Selly Oak to Longbridge Segregated Cycling	2.1	Regeneration, Reliability impacts
City Centre Active Travel Connections to Interchange	7.4	Regeneration, Reliability impacts
One Station and Smallbrook Queensway	6.9	Regeneration, Reliability impacts
Black Country Walking and Cycling Package	>2	Improved health and wellbeing of residents
Dudley Town Centre Interchange Sustainable Connectivity Package	3.6	Improved sense of place, potential to improve health and wellbeing of residents, potential to increase footfall and local economy

Dickens Heath to Solihull Town Centre LCWIP Scheme	2.44	Regeneration, Reliability impacts, Public health and wellbeing
Knowle to Solihull Town Centre LCWIP Scheme	1.76	Regeneration, Reliability impacts, Public health and wellbeing
Stourbridge Town Centre Sustainable Connectivity Package	3.6	Improved sense of place, potential to improve health and wellbeing of residents, potential to increase footfall and local economy
Health Streets and Spaces Local Network Improvement Plan	~2 - 4	Passenger welfare improved within waiting environment from improvements to public transport stops and interchanges
Resilient Networks and Communities Local Network Improvement Plan	~2 - 4	Passenger welfare improved within waiting environment from improvements to public transport stops and interchanges
Highways maintenance and structures	tbc	
Multi-modal Access to HS2 Enhancement	1.72 – 10.08	Regeneration, Reliability impacts
Foreshill Transport Package	3.6	Regeneration, reliability impacts Improved health and wellbeing Promotion of active travel and bus priority
A61 Walsall Walk, Cycle and Bus Corridor	>2	Regeneration, reliability impacts Public health and wellbeing
A41 Moxley Iron Park to Walsall Town Centre Walk, Cycle and Bus Corridor	>2	Regeneration, reliability impacts
A123 Walk, Cycle and Bus Corridor	>2	Regeneration, reliability impacts Public health and wellbeing
A449 Walk, Cycle and Bus Corridor	>2	Regeneration, reliability impacts
Bus, Cycle and Walk Access: Walsall Town Centre Interchange	tbc	
West Coast Mainline and M42 Public Transport and Active Travel bridge links to HS2 Hub	>2	Regeneration, reliability impacts
BSIP Retrofit Programme (120 buses to Euro 6)	>2	Significant air quality benefits from retrofit of circa 120 bus to Euro VI standards. Improvement to 120 buses – reducing NOx emissions by 190 tonnes per annum

		Equivalent to removing 2.3 billion car vehicle kilometres (20% of WM car km) or equivalent to removing 214,000 cars per annum
Ultra Rapid Charging Transit Stations	>3.6	Access to more charging options for residents will raise awareness and accelerate increase EV take up. This will see a reduction in use of ICE vehicles more quickly in the WM. In turn this will improve air quality through reduction of emissions from ICE vehicles
ULEV	>3.6	Access to more charging options for residents will raise awareness and accelerate increase EV take up. This will see a reduction in use of ICE vehicles more quickly in the WM. In turn this will improve air quality through reduction of emissions from ICE vehicles
Cov South Sustainable Transport (GIGA Factory Links)	>2	Promotion of active travel and reliable bus services resulting in improved health and wellbeing of community and improved access to jobs
Mobility Hubs & E Bikes	~2	Regeneration, Reliability impacts
Making behaviour change easy Local Network Improvement Plan	~2 - 4	Passenger welfare improved within waiting environment from improvements to public transport stops and interchanges
Page 80 Data to support scheme development plus M&E MV contactless payment broker	3.5	Air quality, Greenhouse gases
	n/a	Regional collective intelligence and best practice for the use of big data in transport, granular application of data in scheme development, delivery and impact assessment, that will demonstrate best practice to other public sector bodies

6 Commercial Case

6.1 Procurement Approach

Procurement plays a key role in the delivery of West Midlands Combined Authority's (WMCA) business objectives. All contracts and sub-contracts made on behalf of the WMCA comply with the organisation's Constitution and Procurement Regulations in respect of the procedure for quoting, tendering and contracting for the supply of goods, services and works.

The procurement process that will be adopted for the programme will be dependent on the value of the contract. Table 12 outlines the value thresholds that trigger the particular procurement process to be used. The West Midlands Combined Authority (WMCA) is committed to ensuring that public money is spent in a way that is fair, honest and accountable and that all decisions are transparent. As per Section 8 of the Constitution (Conducting Purchase and Disposal), the following are the purchasing competition requirements:

Table 12: WMCA Procurement Thresholds

Estimated Value of Contract	Procurement Requirement	Award Procedure	Procurement Activity: Undertaken by:
Up to £5,000	One oral quotation (must be confirmed in writing where total value exceeds £500)	Enter verbal quotation details within the message area of Business World as follows: <ul style="list-style-type: none"> ● Date and time of telephone call ● Name of person you spoke with and their contact details ● Product description (to include part number when applicable) ● Unit price ● How long the price is valid (e.g., for 30 days, etc) ● Delivery terms (e.g., transfer of ownership, agreed date) ● Misc (any other relevant details) 	End user
£5,001 - £25,000	3 Written quotations Or Fully signed Exemption Form where no further quotes can be obtained.	Attach details of received quotes to the requisition within Business World. Note: Exemption Forms should be fully authorised before attaching to requisition (please see section 2.4 for details of electronic Exemption Form process)	End user
£25,000 - £50,000	3 Written quotations Or Fully signed Exemption Form where no further quotes can be obtained.	Attach details of quotations received to the requisition within Business World. Note: Exemption Forms should be fully authorised before attaching to requisition (please see section 2.4 for details of electronic Exemption Form process) Where a contract is created, please contact contract ID within Business World	Procurement Team
£50,001 – EU Threshold*	Invitation to Tender by advertisement to as least three candidates (the opportunity must also be advertised on the UK Government Contracts Finder website within 24 hours of the opportunity being advertised in any other way)	Attach evidence of quotations obtained within Business Word. Note: Exemption Forms should be fully authorised before attaching to requisition (please see section 2.4 for details of electronic Exemption Form process) Where a contract is created, please contact contract ID within Business World	Procurement Team

Above EU Threshold*	EU Procurement legislation applies	EU Procedure (where advertisement under EU Procedure the opportunity must also be advertised on UK Government Contract Finder Website). A minimum tender period of 30 days should be allowed.	Procurement Team
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*The current 2020-2021 EU Procurement thresholds are £189,330 for supplies and service contracts and £4,733,252 for Works contracts.

Wherever possible, existing frameworks compliant with European legislation have be used. The use of these frameworks will de-risk the programme, will provide best value for money as they have been tendered previously, and will increase surety of expeditious delivery. As the highway contractor and bus shelter markets are well developed, this further limits the risk.

6.2 Potential Procurement Routes

The West Midlands Combined Authority have a number of potential routes to market in order to procure the delivery of different elements of the programme. Each scheme will need to demonstrate the best procurement framework including a rationale for its use based on previous successes at the appropriate scheme development approval stage. For general construction works, two existing frameworks are in place which the WMCA could utilities: Pagabo and Crown Commercial Services frameworks.

6.2.1 Pagabo Framework

The Pagabo Major Works framework is an OJEU compliant framework that runs until April 2026 and consists of the following Lots:

- Lot 1 (£5m - £15m)
- Lot 2 (£15m - £30m)

The framework consists of the following elements:

- Project Feasibility Assessment
- Procurement Advice
- Early Contractor Engagement
- Documentation Preparation
- Tender Process Management
- Tender Evaluation Facilitation
- Contractor On-Boarding
- Establishing Pre-Construction Services Agreement
- KPIs Management & Evaluation
- Contractor Relationship Management

The suppliers qualified to Lot 1 in the Midlands area are as follows:

- GF Tomlinson Building (core)
- Henry Brothers (core)
- ISG Construction (core)
- Morgan Sindall Construction and Infrastructure (core)
- Skanska Construction UK (core)
- Willmott Dixon Construction (core)
- Ashe Construction (reserve)

- VINCI Construction UK (reserve)
- Wildgoose Construction (reserve)

The suppliers qualified to Lot 2 in the Midlands area are as follows:

- ISG Construction (core)
- Morgan Sindall Construction and Infrastructure (core)
- Sir Robert McAlpine (core)
- Skanska Construction UK (core)
- VINCI Construction UK (core)
- Willmott Dixon Construction (core)
- John Graham Construction (reserve)
- Kier Construction (reserve)
- Wates Construction (reserve)

There is no upfront cost to access the Pagabo framework but instead they do charge a small percentage that's built into the total price we would pay to the appointed contractor and spread over the duration of the project.

6.2.2 Crown Commercial Services Framework

Crown Commercial Services has a Construction Works and Associated Services framework in place (RM6088) that runs until 30/10/2026 and consists of various Lots. The most appropriate Lot for this project would be Lot 3.1: Construction Works and Associated Services – North England (£10m - £30m) which has the following suppliers qualified to it:

- Balfour Beatty Construction Limited
- BAM Construction Limited
- Bouygues (U.K.) Limited
- Galliford Try Construction Limited
- Graham
- Henry Boot Construction Limited
- Henry Brothers Limited
- ISG Construction Limited
- Kier Construction Limited
- Laing O'Rourke Construction Limited
- McLaughlin & Harvey Limited
- Russells Limited
- Tilbury Douglas Construction Limited
- Wates Construction Limited

The WMCA could procure a contractor from this framework either using a Competitive Award Procedure or a Direct Award procedure. However, similar to the Pagabo framework, the contractors qualified to this CCS framework weren't the local SME's that the WMCA would like to attract to bid for the works.

6.2.3 Midlands Highway Alliance

Highway infrastructure schemes could be procured through the Midlands Highway Alliance which has been used previously for highways schemes procured by TfWM. This framework allows Early Contractor Involvement which in turn allows detailed design work to progress.

6.2.4 Design and Build Contract

A design and build contract is another procurement option which would integrate the completion of any detailed design of a scheme and its construction. However, to be fully effective this option would require funding, legal permissions and statutory approvals to be in place in advance of the contract release. The feasibility of this option would therefore depend on the type of schemes and its dependencies.

6.3 Other Procurement Routes

6.3.1 Local Authority Highways schemes

Local Authority highways schemes could be procured through a specific pre-existing framework; termed as SCAPE. SCAPE is a Central Purchasing Body formed under the Local Government Act 2003. SCAPE is a Local Authority controlled company with six Local Authority shareholders forming the Board of Directors. SCAPE has the responsibilities of a company but acts as a Local Authority with the associated restrictions and privileges. SCAPE has a legal personality and as such can trade with any organisation. However, as a company owned by public sector organisations, it sees its primary field of activity as being projects which are ultimately for the public sector.

SCAPE framework fees are included in the project budget costs by partners or fee schedules and represent good value for money for a managed framework service, helping to reduce client management costs. SCAPE fees cover the cost of framework procurement and their ongoing management; facilitating initial project engagement with our partners; access to all framework documentation and introductory training; collation, analysis and reporting on KPIs captured through our frameworks. SCAPE is an advocate of best practice procurement in the public sector.

Each Local Authority will have their own framework agreements and will make a decision on procurement routes based on the most cost effective solution and track record of delivery.

6.3.2 Metro schemes

Metro schemes will be procured through the Midlands Metro Alliance (MMA) which is an established alliance between WMCA, Egis Rail, Pell Frischmann, Tony Gee, and Colas Rail. The procurement exercise to form this alliance was comprehensive and followed an OJEU compliant process.

The nature of the alliance allows for the identification of the right people for the management and delivery of work packages. This ensures the efficient delivery of work packages and seamless hand over between the development, build and operational stages. The commercial structure also ensures incentives of delivery partners are aligned to a best value approach.

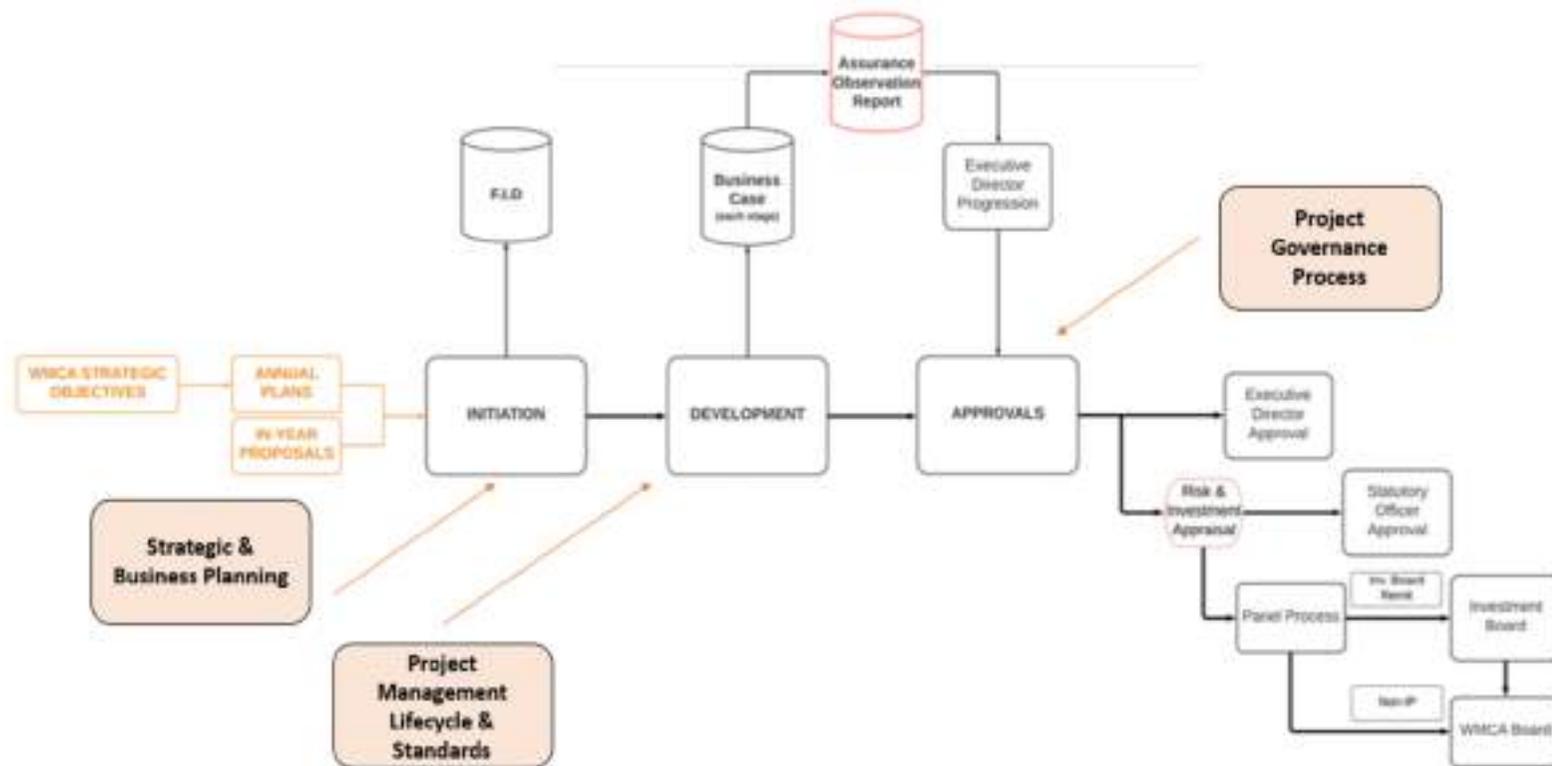
With the MMA and its governance arrangements in place, commercial elements of delivering metro schemes will be relatively straightforward to execute through the recognised processes, business as usual as part of day-to-day operations. This will ensure funding is spent efficiently.

6.4 Contracting Arrangements and Risk Appointment

6.4.1 Contract Arrangements

The contract management for the programme will be undertaken by an experienced TfWM project manager, reporting to specific delivery boards depending on the schemes. The delivery boards will report in Programme Boards. Each project within this programme will be assessed by WMCA Assurance and Appraisal. They will review to check the project is Single Assurance Framework (SAF) compliant, HMT Green Book compliant, offer VfM and the risks and opportunities associated with each project have been identified. The decision-makers will then be able to decide if the project should proceed. An overview of the SAF process is provided in Figure 18 and further detail is provided in the Management Case.

Figure 18: Single Assurance Framework Process Overview



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Each investment decision made through the WMCA SAF and under the CRSTS programme will be backed by a grant funding contract with the relevant scheme promoter. This will pass through any CRSTS grant conditions that HMG place on the WMCA, and will pass the liability for any delivery risks and cost overruns directly on to the grant recipient. The contract conditions will also set out clear requirements for monitoring data, frequency of financial and delivery reporting, engagement in a programme wide centrally operated M&E programme, and other obligations relevant to the type and scope of scheme to be funded (as determined through and derived from the Full Business Case for that scheme).

6.4.2 Risk Apportionment

Risk management will be focused on the principle of ensuring that risk is managed by the organisations or individuals most appropriate to manage the risk and deliver suitable and sufficient mitigation strategies. The risks associated with each scheme will be identified, reviewed, prioritised and where appropriate; mitigation strategies will be developed for all significant risks. Effective control measures will also be established to ensure risks are maintained at the level acceptable to the business. The overall programme and its individual schemes will adhere to the West Midlands Combined Authority Programme and Project Risk Management Strategy. In addition to the strategic risk register provided in the Management Case, a full risk register will be developed

which assembles a combined risk position for the schemes within the final programme. The risk register will be regularly reviewed to ensure that risks are managed effectively and where possible, risks should be transferred to the private sector if they are better equipped to manage them. Figure 19 outlines the risk management process.

Figure 19: Risk Management Process



7 Financial Case

7.1 Programme Funding

The total funding requirement

Our £1.05bn settlement from CRSTS would leverage a further £278m of local contributions, to deliver a £1.3bn programme of transport investment over five years.

Our £1.05bn settlement from CRSTS would leverage a further £278m of local contributions, which we could raise on the back of this level of investment. This would deliver a £1.3bn programme of transport investment over five years from 2022/23 to 2026/27. The vast majority of the capital costs of the programme are contained and delivered within the 5-year CRSTS period and anything that spans past 2027 is limited. We have included where appropriate development funding costs within strategic schemes. The annual breakdown of the programme by theme is shown in Table 13: Per annum total funding requirement for WM CRSTS Programme by theme.

Table 13: Per annum total funding requirement for WM CRSTS Programme by theme

Theme	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
Connecting our Places	£126m	£105m	£87m	£89m	£61m	£468m
Creating Resilient Networks and Communities	£39m	£46m	£50m	£59m	£74m	£267m
Data and Programmes	£2m	£1m	£1m	£1m	£2m	£7m
Delivering a Green Revolution	£19m	£40m	£25m	£17m	£10m	£112m
Healthy Streets and Spaces	£32m	£60m	£32m	£17m	£12m	£154m
Making Behaviour Change Easy	£18m	£21m	£14m	£13m	£10m	£76m
Supporting Inclusive Growth	£28m	£84m	£85m	£31m	£16m	£244m
Total	£264m	£357m	£294m	£227m	£186m	£1,328m

Proposed scale of Government's funding contribution

Table 14 summarises the proposed phasing of funding and split between central government CRSTS contributions and those raised locally.

Table 14: Proposed split of local and central government funding for WM CRSTS

Theme	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
Central Government Funding	£218m	£296m	£219m	£177m	£140m	£1,050m
Local Government Funding Contribution	£46m	£61m	£74m	£50m	£46m	£278m
Total	£264m	£357m	£294m	£227m	£186m	£1,328m

Proposed local funding contribution

In recent years the West Midlands Combined Authority and constituent local authorities have put in place a series of positive progressive measures to generate local revenues for transport – for example Birmingham’s Clean Air Zone and bus lane enforcement. These have involved us making some difficult decisions to balance the needs of road users with negative externalities associated with traffic and congestion.

Against this background the WMCA and Local Authorities have together assembled a significant package of funding that commits up to £278m of local contribution towards the CRSTS programme, alongside our £1.3bn funding ask of Government net of existing highways maintenance funding of £120m and the final year of TFC, this amounts to a 32% local contribution (when excluding maintenance and TCF from the baseline) comprising locally generated revenue streams including Private Sector investment and borrowing against future revenues which are wholly additional to Government’s contribution.

This is an ambitious package of measures – and materially exceeds even HMG’s higher bound range of targeted local contribution for CRSTS. This demonstrates the level of commitment we in the West Midlands have to transport, the endeavour we have made to source local contributions, and the consensus across the CA, local authorities and private enterprise around the essential need for a step change in investment in the West Midlands.

The main components of our local funding contribution over the next five years are:

Local Authority contributions: around **£185m** committed from discretionary local authority revenue streams including:

- £35m earned from the growth in business rates generated within Birmingham City Centre Enterprise Zone, reinvested in a package of initiatives to improve multi-modal access to the zone, cycleways and pedestrian routes
- £8m from Birmingham’s new Clean Air Zone and bus lane enforcement to fund the Selly Oak to Longbridge segregated cycle route
- Circa £142m match funding against the local network improvement plans funded out of general council budgets.

Private sector contributions: **£69m** of contributions from the private sector including:

- £10m section 106 contributions facilitated by investment in vital cycleway and road improvements linking the Gigafactory development (near Coventry) and investments in Park and Ride.
- £24m private operators covering the cost of new vehicles for the next phase of our SPRINT Bus Rapid Transit network
- £35m match funding for 10 new Ultra Rapid Charging Transit Stations, and payments in lieu of the commercial revenues earned through charging. This investment will be supplemented by c.£22m of local authority lending, levered in from commercial revenues generated by the investment.

This package of local measures amounts to a very significant contribution to the overall CRSTS programme. It is contingent on the commitment from Government matching the scale of our ambition for transport investment over the next five years. Together we believe we can deliver almost £1.3bn of new transport investment.

7.2 Our fiscal sustainability plan

The Combined Authority's current exposure to revenue and operating risk is limited to its wholly owned subsidiary **Midland Metro Limited** (MML), the operating arm of the Metro system.

Predictably, COVID-19 has had a detrimental impact on passenger numbers – during the most severe periods of the pandemic, passenger numbers decreased to 8% of normal operating levels. However, in recent months, passenger numbers on the Metro have recovered to 70% of pre-pandemic levels largely due to MML's customers typically being in 'blue collar' and 'key worker' industries.

All surpluses generated by MML are re-invested into the network. Indeed, further planned extensions to Edgbaston, the HS2 site and the Black Country will in part be supported by borrowing WMCA plans to undertake secured against farebox takings from the significantly expanded network.

The borrowing projections are underpinned by a detailed financial model which extrapolates out the MML business plan costs and revenues to determine an affordable level of borrowing. This financial model is continually refined and reviewed to reflect the latest forward forecasts for interest rates, inflation, passenger numbers and variances in the capital costs of the investment.

The only other significant scheme involving revenue and operating risk is the **Coventry Very Light Rail** project. Demand modelling estimates strong ridership on Route 1, through the City and onto University Hospital Coventry and Warwickshire and Ansty Park– on this basis we expect the scheme to be financially sustainable, operating on a commercial basis without the need for financial subsidy. The initial demonstration route through the City, between the Railway Station and Bus Station, delivered as part of this programme is an important element of testing the VLR in real world conditions as well as providing a new public transport priority corridor through the City for VLR and bus as well as the first 2km of Route 1. The City Centre Demonstrator is not intended to make an operating profit but once extended through the City to the East, as referenced above, is expected to be financial self-sufficient.

Potential commercial partnerships are being explored as the R&D phase of the project progresses and the project partners look to move into the operational phase, with continued strong interest in the project from both public and private sectors in the UK and beyond.

Ongoing revenue costs for the remaining projects are expected to be met through local resources and that will be properly assessed and established as the schemes progress through the assurance stages.

Alignment with other funding programmes

The CRSTS programme is central to a wider and more complex overall Transport Investment Programme for the West Midlands. The programme themes within it have been co-developed with the overarching delivery themes for our refreshed Local Transport Plan and are one and the same approach. Our recently submitted Active Travel bids, Levelling Up Fund submissions and developing Bus Service Improvement Plan sit seamlessly within these themes. There is no duplication of asks between them.

All of the **active travel schemes** are incremental to each other – focusing on delivering whole corridor benefits and are physically mapped and designed alongside all other interventions (committed and planned) in that corridor. This is a typical example of our programme design philosophy, which will be fully codified and adopted as part of our refreshed Local Transport Plan. This will be explicitly set out in the series of four Area Based Delivery and Implementation Strategies which will focus on the interpretation of the overarching LTP policies and strategies into a 10-year detailed and prioritised area-based delivery plan. They will set out the order and phasing of schemes over this period, relative priorities for road space allocation and detailed interaction of schemes with housing, land and wider regeneration policies. TfWM will draw these up under a common framework, but working hand and glove with each relevant Local Authority who will lead the development of the content.

Our **BSIP revenue bid proposals** also twin with the CRSTS and active travel proposals – with the same approach to integrated planning. The revised CRSTS programme now includes high priority and high value for money infrastructure components of the BSIP plan, focused making buses cleaner and more reliable through a programme of bus retrofit measures and priority bus corridors. When combined with the schemes prioritised from the original CRSTS programme this will deliver a significant step change in bus provision, doubling the length of bus lanes, adding new Demand Responsive Transport services, providing better value and easy access smart ticketing and delivering a step change in the first-last mile solutions needed to support a viable bus network'

Ensuring that revenue support is available to maximise the impact of these proposals will be essential if the overall aims of the West Midlands BSIP and the vision within Bus Back Better are to be realised.

We recognise that CRSTS is a positive step towards a truly integrated single multi-year consolidated funding approach. With this in mind we have been careful to include some contribution towards critical activities which we anticipate will be mostly funded from **other national funding pots**, including Local Large Majors, Major Road Network funding and Midlands Rail Hub. If HMG is to require local contributions to these schemes and funding sources it is important to appreciate that given the consolidated nature of the current CRSTS programme scope it will be the main source for any such local contribution to these pots. Whilst we have been able to assemble a very strong local contribution element against the CRSTS scheme, this is drawn from schemes which have very direct and immediate physical relationships to development sites and regeneration schemes. In contrast, whilst utterly essential, the broader strategic nature of these other funds means a different approach is required – hence inclusion of this in the proposed CRSTS programme.

Looking more widely than transport, the CRSTS programme has direct synergies with investment in the wider WMCA Investment programme and across HMG priorities, including:

- **HS2:** improving connectivity to both HS2 stations through new Sprint and Metro routes, and improved access for walking, cycling and public transport.
- **Commonwealth Games:** building on committed investment by DCMS in and around Perry Barr, including £165m for housing development.
- **West Midlands 5G:** technology and learning from the c.£18m pathfinder programme for 5G applications will be directly exploited e.g. the Regional Transport Coordination centre.
- **Priority Sites Land Fund / Brownfield Fund:** direct alignment of CRSTS schemes with key growth corridors will complement £100m of MHCLG funding to unlock site specific regeneration, and £84m of MHCLG/HMT funding for stalled brownfield housing sites.
- **Adult Education & Digital Skills:** A total existing budget of c.£132m per annum will be aligned wherever possible to support CRSTS and transport objectives.
- **Town Centres Fund:** Our £138m programme will deliver benefits into Wolverhampton, West Bromwich, Smethwick and Rowley centres and will be directly supported by the accessibility enhancements bought forward under the CRSTS programme.
- **Coventry All Electric Bus City:** Investment via CRSTS and BSIP will reinforce the £128m secured from Government grant and from bus companies to transform the carbon footprint of public transport across Coventry and Warwickshire.

There are many more examples of how we have carefully chosen the schemes within our CRSTS programme to align with wider funding programmes, regional and national objectives for carbon reduction, and to support growth and enterprise.

8 Management Case

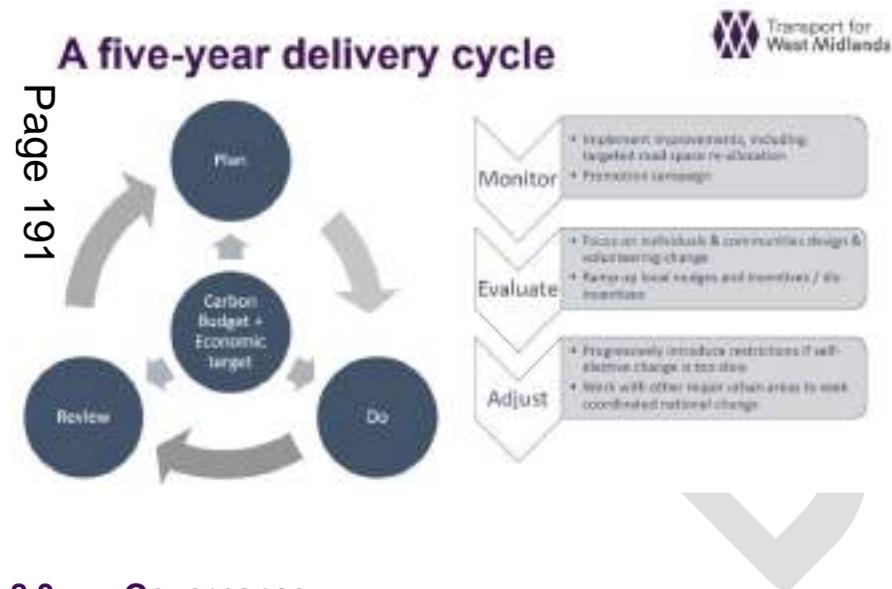
8.1 Introduction

The delivery of the CRSTS programme will build on the WMCA's robust and well-established governance and decision-making process for transport investments. This has been developed and strengthened following the agreement of our two devolution deals in 2015 and 2017, and during delivery of our £8 billion 30-year Investment Programme.

We have been working hard since last year to refresh and enhance our processes in anticipation of CRSTS, with wholly new Assurance, Risk Management and Monitoring & Evaluation frameworks and capabilities now in place that are fit for purpose given the scale of investment over the next five years (see Appendices D, E and F). Indeed, the independent review of our capability and capacity conducted earlier this year for HM Treasury pointed to strong alignment between investments and regional strategies, consistent delivery and programme management, and strong governance and assurance processes.

8.2 Delivery plan

Success of the overall programme relies on effective planning and coordination of interfaces and interdependencies between the many stakeholders who will need to work together, make informed decisions and manage risks to maximise the opportunity.



8.3 Governance

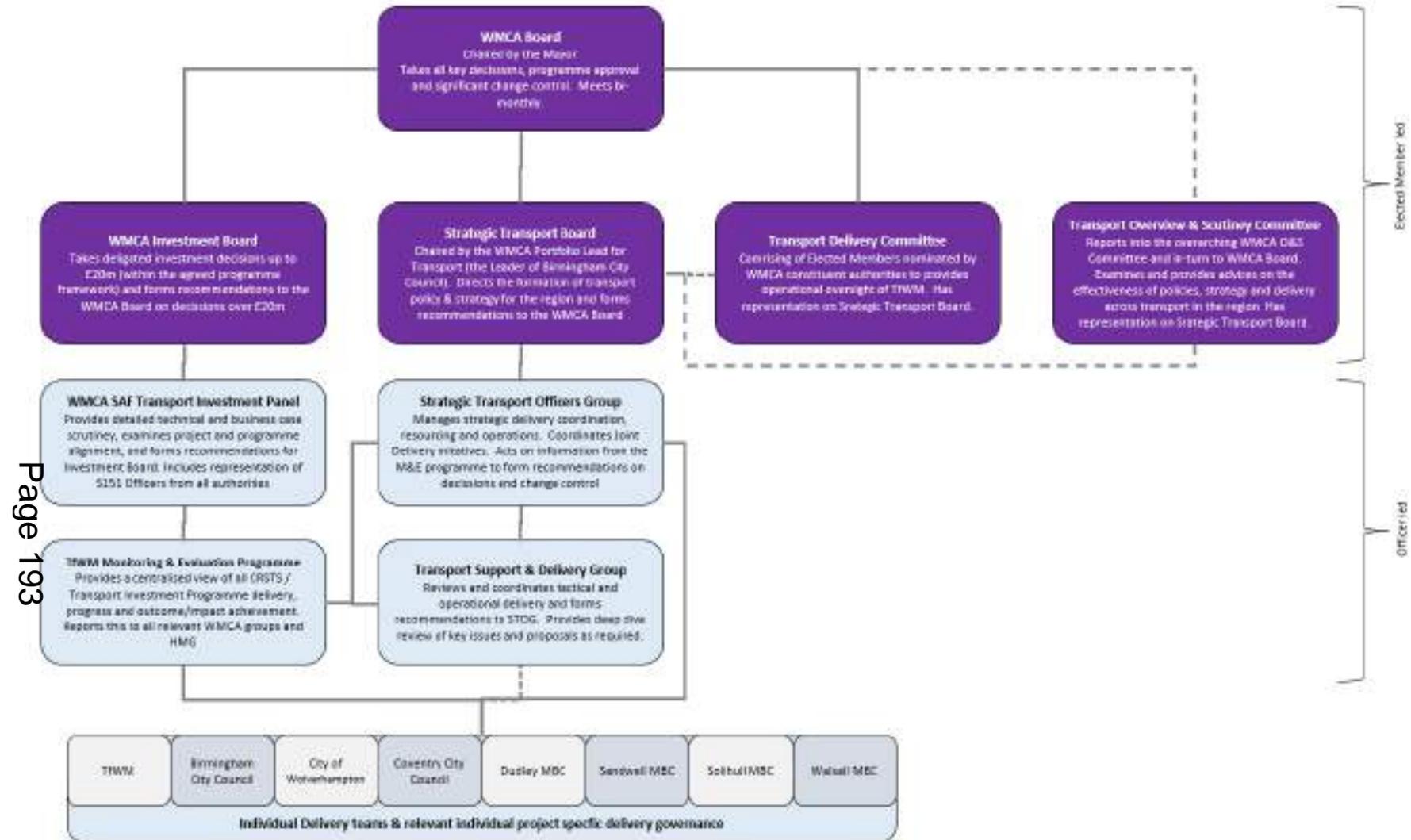
Governance principles have been adopted to maximise transparency of our programme and ensure effective scrutiny from our elected officials. The delivery teams will be accountable to their individual organisations and also provide updates to our Senior Transport Officer Group (STOG) chaired by our SRO (TfWM Managing Director) to ensure visibility of progress and oversight of

programme performance on a monthly basis (both financial and delivery). Our Transport Delivery Committee (comprising elected members from the seven local authorities) will offer scrutiny of delivery as and when required and ensure scheme outputs are delivered as per the programmes objectives. Our Strategic Transport Board (chaired by the WMCA Lead Member for Transport and the attended by the Portfolio holders for Transport from across the seven local authorities will receive quarterly monitoring reports to review programme progress, approve change and provide scrutiny of deliverables. The WMCA Board (chaired by the Mayor) will monitor progress on an annual basis and provide oversight of the programme throughout the CRSTS delivery period.

An organogram detailing the governance arrangements for the programme is detailed in Figure 20.

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Figure 20: Programme Governance Organogram



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8.3.1 Assurance

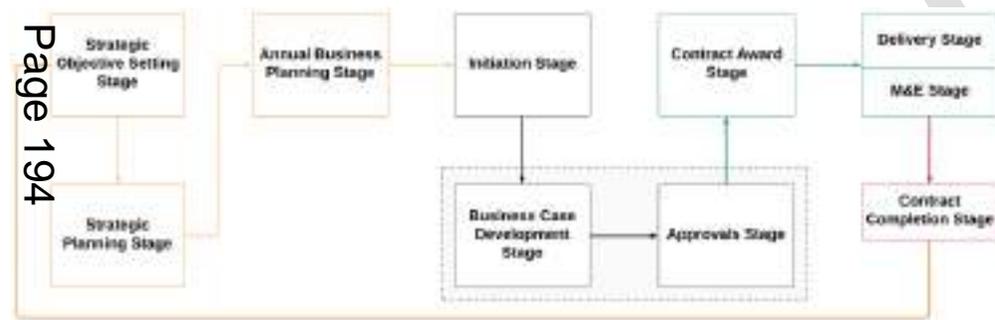
The WMCA has developed a Single Assurance Framework (SAF - <https://www.wmca.org.uk/media/4238/strategic-hub-single-assurance-framework.pdf>) which applies to all bids, projects and programmes that place a financial liability onto the WMCA that are not classed as business as usual (BAU) revenue expenditure. This framework has been developed and agreed with HMG to ensure proper transparent and auditable adherence to public investment decisions in a way which is fully compliant with Green Book appraisal. It covers all capital proposals. The SAF provides consistency of approach, standards, appraisal, assurance and decision-making across all funding pots. It also allows for proportionality within the development of business cases through the development routes that are undertaken.

The key processes for ensuring accountability, including public engagement, probity, transparency, legal compliance and value for money, as well as the processes for oversight of projects, programmes and portfolios and how the progress and impacts of these investments will be monitored and evaluated, have been developed to ensure:

- significant financial and governance protections exist for the stewardship of public funds
- delivery of high standards of project development, approval, delivery and oversight
- deliver trust in the organisations officer expertise
- That consistency, controls and clarity are provided to deliver confidence in the WMCAs decision-making and ability to deliver
- WMCA embeds the required assurance and lines of defence within project development and decision-making
- WMCA has the ability to manage political and reputational risk

The various stages associated with the Assurance Framework are detailed in Figure 21.

Figure 21: Single Assurance Framework Stages



For the delivery of CRSTS and the region's single transport investment programme a clear work-flow and set of respective responsibilities for progressing through the WMCA SAF have been identified as set out in the figure below.

WORK FLOW	PROMOTER ACTIVITY	WMCA ACCOUNTABLE BODY ACTIVITY	
		TEAM	ROLE
BUSINESS CASE DEVELOPMENT	<ul style="list-style-type: none"> With reference to WebTAG and WMCA SAF develop as appropriate SOBC, OBC or FBC Early engagement with WMCA SAF team and WMCA Accountable Director 	<ul style="list-style-type: none"> Assurance Commercial Advice WMCA Sector Expert Finance 	<ul style="list-style-type: none"> Independent Review of Business Case Variation Technical Review Consider/ Comment
BUSINESS CASE FINALISED	<ul style="list-style-type: none"> Submit business case to WMCA SAF team 	<ul style="list-style-type: none"> Investment Appraisal Finance Legal 	<ul style="list-style-type: none"> Investment Risk Review for WMCA Consider/ Comment Consider/ Comment
TRANSPORT INVESTMENT PANEL	<ul style="list-style-type: none"> Attend present business case and answer questions Provide follow-up evidence as required 	<ul style="list-style-type: none"> Assurance Governance WMCA Directors 	<ul style="list-style-type: none"> Comment/ Support Administer Panel Score & Review Business Case
INVESTMENT BOARD	<ul style="list-style-type: none"> Write report for Investment Board Brief own organisational representative on Investment Board and FD 	<ul style="list-style-type: none"> Governance Investment Investment Appraisal 	<ul style="list-style-type: none"> Administer Board Briefing Paper Comment/ Support
DECISION	<ul style="list-style-type: none"> If dedicated CA Board report required (as scheme over £20m) take draft report through STOG & STB prior to CA Board 	<ul style="list-style-type: none"> Assurance 	<ul style="list-style-type: none"> Approval Pack
FUNDING AGREEMENT	<ul style="list-style-type: none"> Own organisational S151 Officer and legal engagement 	<ul style="list-style-type: none"> Structuring M&E Legal 	<ul style="list-style-type: none"> Heads of Terms Input into Heads of Terms Draft Agreement
M&E & REPORTING	<ul style="list-style-type: none"> Working to M&E plan developed out in liaison with TWM M&E team undertake necessary activities 	<ul style="list-style-type: none"> SRO Directorate Business Planning & Performance Finance 	<ul style="list-style-type: none"> M&E Activity WMCA Internal Report Drawdowns
CHANGE REQUEST MAY BE REQUIRED (SUBSTANTIVE – Over £5m)	<ul style="list-style-type: none"> As below 	<ul style="list-style-type: none"> As below 	<ul style="list-style-type: none"> As below
CHANGE REQUEST MAY BE REQUIRED (SUBSTANTIVE – Less than £5m)	<ul style="list-style-type: none"> Early warning provided via quarterly reporting (via TWM to STB) Formally submitted via WMCA SAF team 	<ul style="list-style-type: none"> Investment Appraisal Finance Legal WMCA Directors Statutory Officers 	<ul style="list-style-type: none"> Investment Risk Review for WMCA Consider/ Comment Amend Funding Agreement (if reqd) Consider/ Comment Approve

KEY: PROMOTER LED | WMCA ENABLING SERVICES | WMCA ACCOUNTABLE DIRECTOR (TWM)

Some of these steps are explained in further detail in the table below.

WMCA Business Cases	All aligned to HM Treasury 5 Case Model
Programme Business Case	WMCA Programme Assurance Team – act as critical friend to ensure that the PBC is aligned to organisational strategy and defines outcomes
Business Case Maturity Assessment	Prior to the finalisation of the Business Cases being submitted for approval. An independent Business Case Maturity Assessment (BCAT) would be undertaken independently by the Assurance Team based on 5 case model. Evidenced Based – Quantative assessment aimed at improving robustness of the Business Case. Delivery teams are accountable for addressing recommendations before final submission.
Risk & Investment Appraisal	A formal risk assessment on the final business case will be undertaken independently by the Programme Appraisal Team to accompany the Business Case through the approvals process
Investment Panel	Peer Review process in governance to review all business cases with SMEs from each 5 cases challenging the robustness of each business case. Makes recommendations to the governance/ approvals process.
Change Requests	All substantial change requests for the CRSTS programme will be independently assessed by the Programme Appraisal Team to accompany the CR through the approvals process
Project & Programme Health Checks	Programme level assurance health checks will be undertaken, potentially some project level health check too (risk based)
TfWM Assurance	The above will be in addition to first line of defence assurance undertaken by project teams

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Further to this our standard WMCA SAF requirements will be supplemented with any CRSTS-specific HMG conditions or oversight processes and a number of regionally required transport specific requirements.

Figure 22 outlines the specific transport assurance requirements (over and above the SAF) for new CRSTS schemes. TfWM will require some DfT TAG specific products during each stage of the business case to supplement the SAF.

Figure 22: Specific Transport Assurance Requirements (Over and above SAF) for new CRSTS schemes



8.3.2 Senior Responsible Owner

The overarching responsibility for CRSTS will sit with the Mayor and WMCA Board, but their interests will be represented between formal review points and monitoring briefings through a formal SRO role. This will be held by the WMCA's Executive Director for Transport (a role formerly called Managing Director for Transport for West Midlands). A deputy SRO (TfWM's Director of Policy, Strategy & Innovation) will manage the programme and stakeholder/partner relationships on a day to day basis and ensure programme monitoring, the enhanced transport specific appraisal requirements of the SAF and the formal reviews are in place, accurate and timely.

8.3.3 Roles and Vacancies

Each individual project will be subject to its own delivery governance and infrastructure (with efficiencies through joint delivery and partnership working being exploited wherever possible). This will be confirmed as part of the FBC approval for each investment as appropriate to the specific intervention. At a programme level the seven Local Authority delivery partners and Transport for West Midlands will work together within a single governance approach to ensure robust delivery and accountability. This will reflect long standing working arrangements that pre-date the West Midlands Combined Authority, but are now formalised and strengthened by the CA. All senior Officer roles and political roles across the authorities are filled. Individual scheme delivery teams will

be strengthened as appropriate to the project and its individual resourcing plan. To support this various regional initiatives are either in place or being launched, including a programme of transport apprenticeships and a regional Transport Skills Academy which will involve our supply-chain partners as well as building client side capability.

The key CRSTS programme management roles are set out in the table below

Function	Who
<p>Monthly Officer review: The existing Strategic Transport Officers Group will consider a delivery, risks and exceptions update from each delivery body. This will take a programme level view across all the projects that each delivery body is progressing. Members and Mayor will be informally briefed by respective Officers following this collective review. The Strategic Transport Officers Group will be supported in undertaking this work by a working group of delivery team representatives (the existing Transport Support Group).</p>	<p>The senior Transport Directors from TfWM and each of the Local Authorities, plus 'Head of level Officers from each Local Authority and TfWM who are actively engaged in and part of scheme delivery. All key roles are in place and filled across this cohort of circa 20 senior transport Officers. These Officers also have prime organisational responsibility for the briefing of the Mayor, Leaders and the Cabinet Members for Transport as appropriate to each authority.</p>
<p>Quarterly Formal reporting: Each delivery body will formally provide a quarterly monitoring return covering spend, delivery, risk and programme updates for each scheme that it is the promoter for and that has an indicative CRSTS funding allocation. This will be compiled, and a summary report formally considered by the Strategic Transport Board (STB). This reporting will also be paralleled by the same level of reporting directly to the Mayor.</p>	<p>The STB is chaired by the WMCA Transport Portfolio Lead (currently the Leader of Birmingham City Council) and includes the Transport Cabinet Members for each Local Authority as well as representation from the WMCA Transport Scrutiny Committee and Transport Delivery Committees.</p>
<p>Annual Formal WMCA Board reporting: An annual CRSTS progress and programme monitoring report will be prepared and submitted for consideration. This will address the delivery progress made and review the overall programme issues. It will set out any formal programme change proposals required to re-balance the overall programme such as acceleration or deferral elements of the programme; and any recommendations for entry of new schemes to the programme.</p> <p>It will also agree the formal annual monitoring report return which HMG are understood to require, including any formal requests to HMG for programme changes. HMG's requirements have not yet been specified. In advance of understanding these the above process will notionally be undertaken to allow a report to be made to each January WMCA Board.</p>	<p>The WMCA Board is chaired by the Mayor and comprises Leaders of all constituent and non-constituent Local Authorities, representatives of the Fire and Policy & Crime Commissioner and Chairs of the Local Enterprise Partnership. The WMCA's statute and constitutions requires most formal decisions and policies of the WMCA to be agreed but the constituent members of this Board.</p>
<p>Exception reporting: It is likely that during the life of the programme some matters will arise and need addressing outside of the above processes. These will be dealt with on an ad-hoc basis and escalated through the above chain to WMCA Board if required. These are likely to be triggered by changes within individual schemes which are identified and submitted through the WMCA SAF process, which sets limits and escalation points for changes in project scope, cost and delivery. It is only if any such project level issues create a programme wide issue that the exception route for the CRSTS programme will be exercised.</p>	<p>Drawn from the above as required</p>

8.4 Risk management

The WMCA's newly developed Strategic Risk Management Framework will apply to CRSTS at a programme level. This sets the foundations upon which project, programme, portfolio, operational and strategic risks are identified, and provides a consistent approach through its universal scoring and escalation models. The roll-out of the SRMF is underway and will be reviewed at least once a year to ensure it evolves with the changing WMCA risk landscape.

At a scheme level, all approvals via SAF above £1 million are subjected to our well-established Risk & Investment Appraisal. One of our Risk Appraisers will analyse the business case to assess the risks associated with delivery, costs, timing and funding. They will then provide a Risk Profile Report that sets out the financial, regulatory, investment, reputational and other risks, and proposed risk mitigations, to help inform decision-makers when approving business cases.

Table 15 outlines the top five strategic risks for the CRSTS programme.

Table 15: Strategic Risks

	Risk Description	Pre-Mitigation		Mitigation	Post Mitigation	
		Probability (1-5)	Impact (1-5)		Probability (1-5)	Impact (1-5)
Page 199	Costs: There is a risk that the costs to deliver the schemes could higher than the amount that is the subject of this funding request.	3	5	Robust and comprehensive businesses cases will be developed for schemes that look to mitigate against significant price increases. The Project Manager will actively manage the programme to ensure that there is no time or cost overrun or if these do arise, these are effectively addressed and reported through detailed cost schedules. Mitigation measures will be considered and implemented as appropriate through sound project management and control including the active management of a risk register.	2	3
2	Programme: There is a risk that individual schemes could take longer to deliver than expected which could delay the overall programme.	3	5	A programme schedule will ensure all project dependencies are mapped out and critical paths included within the programme schedule. Each scheme will have an individual programme for development and delivery which the Project Manager will regularly review. Any potential programme overruns will be reported to the SRO to ensure that they do not impact the overall programme. A robust governance structure is in place to support programme and escalation of issues.	3	3
3	Approvals: There is a risk that approvals for individual schemes could take longer than expected to deliver which could delay the overall programme.	2	4	The Project Manager will follow TfWM's processes to ensure that all necessary approvals are delivered in a timely manner. WMCA Assurance and Appraisal will be informed of of upcoming submissions so templates can be recommended and approval routes mapped.	2	2

4	Resources: Due to the high volume of schemes, there are limited resources to develop and deliver the schemes. This could delay the overall programme	1	3	TfWM and Partners will share resources to ensure that schemes can be delivered on time. TfWM have also have a Skills Academy which will help to fill skills gaps within the organisation through active engagement with the wider transport industry.	1	2
5	Industry: There is a risk that the construction industry will not have the resources or materials to deliver the schemes required.	2	5	TfWM have a strong working relationship with a number of contractors who have delivered successful construction projects in the past. TfWM will make regular contact with the contractors on their frameworks to ensure they are aware of any potential resource or material shortages.	2	3
6	PT Patronage: since the Covid outbreak there has been a fall in public transport patronage. If trends continue programme investment could be underutilised.	3	5	TfWM are working actively with local stakeholders to deliver a co-ordinated response to Covid patronage bounce back. This includes the active promotion of bus services through our BSIP and a behaviour change programme to encourage a change of approach to travel as we move forward past the pandemic.	2	3

Having identified the risks, annual monitoring will be put in place in line with the WMCA Performance Management Framework, both at the project and programme level [see M&E section below].

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8.5 Quality management

The WMCA SAF and its requirements for adherence to Green Book, WebTAG and other standards is the primary means of ensuring quality decisions are made. Individual schemes and interventions will comply with relevant QA standards as appropriate to the intervention, for example our smart ticketing intervention operates to ITSO standards. Suppliers and contractors will be selected as appropriate, but as is industry practice will typically provide ISO9002 or appropriate equivalent quality management processes. Similarly, health & safety and design authority roles will be allocated as appropriate to the intervention, industry regulation and best practice.

All schemes and investments will be required to report delivery and monitoring information and support a centralised monitoring programme which will be operated by TfWM. This will track delivery, spending and process against quantified and targeted outcomes and impacts linked the projects specific objectives. A plan for this and appropriate baselining will be required to be confirmed prior commencement of work and FBC approval.

8.6 Lessons learnt approach

The WMCA, TfWM and their pre-cursors (the West Midlands Public Transport Authority and Passenger Transport Executive) have a delivery track record spanning several decades. The skills, processes and mechanisms we now have in place have been refined and strengthened over many successfully delivered small and large-scale capital projects. Our current and recent project experience include:

- **West Side Extension (£150m) to Centenary Square (opened in 2019) and on to Edgbaston (opening in 2022):** The Midland Metro Alliance (WMCA, a consortium of engineering design teams and a contractor) have delivered the first extension to Centenary Square ahead of schedule and are currently delivering two more extensions. This rolling programme has reduced our procurement risk and allowed us to embed deep expertise. As a result, the Line 1 renewals will be ready to progress as soon as further funding is secured.

- **Sprint Phase 1:** Due to complete in spring 2022, ahead of the Commonwealth Games. It is critical that the small but highly skilled (and sought-after) Phase 1 delivery team are transitioned smoothly and efficiently to Phase 2 of the Sprint programme. Securing funding and retaining key members of the team will save significant time and cost.
- **West Midlands Rail Programme:** Two stations at University and Perry Barr are in delivery and due to open in advance of the Commonwealth Games. Both these projects have been externally audited and received positive assessments. We are applying the lessons learned to our other projects in the programme – for example through the implementation of progressive assurance on the University project, which has substantially improved the schedule without compromising quality. Maintaining a strong pipeline of work will be vital in ensuring that the West Midlands builds on this existing experience and capability.

We also commit to spending 1% of each capital scheme on capitalisable Travel Demand Management measures drive desirable behavioural change and maximise scheme benefits.

Individual Local Authorities in the West Midlands also have extensive experience of delivering local road, bus, interchange and active travel schemes. Examples include:

- **Lode Lane Route Enhancement** (£4.7m, SMBC): a package of route improvements including bus and cycle lanes, bus priority signals, cycle crossing facilities and bus stop improvements. The project was completed in Autumn 2016 on time and on budget.
- **A45 Coventry Road South Bridge** (£10m, SMBC): a replacement three-lane road-over-rail bridge used by around 30,000 vehicles a day. To minimise disruption to road users, part of the new bridge was built next to the old bridge to carry traffic while the old bridge was demolished. SMBC worked in partnership with a range of stakeholders to minimise disruption. The project won the 'Outstanding Project' category in the UK Rail Industry Awards 2016 and the Celebrating Construction 2017 West Midlands Project of the Year for Civil Engineering.
- **Ashted Circus** (£8.1m, BCC): new traffic signal-controlled junctions on the Ring Road in Birmingham as well as enhanced facilities for pedestrians and cyclists and improved access to the Enterprise Zone in Birmingham. The scheme has improved connectivity and reduced congestion levels – and was delivered below its allocated budget.
- **Selly Oak New Road** (£62m, BCC): the construction of a new road through existing railway and canal embankments to the south of University Station, Selly Oak. A 'two-bridge' option was selected based on risk, whole life cost and design aesthetics. Public and stakeholder feedback has been very complimentary and the scheme has won numerous industry awards.

Given the breadth and scale of projects completed and currently being delivered by the WMCA, TfWM and constituent Local Authorities, we are confident that we have the capacity and capability in place to meet the challenge of delivering a programme of investment on the scale of CRSTS.

Our approach to consultation and local engagement to support delivery

Engagement with the public is an essential part of the design and delivery of TfWM's services. Activities cover everything from surveys tracking the performance of the transport system, to gathering feedback on new transport policy and strategy or commenting on major infrastructure proposals such as Sprint. We have used this information to shape the CRSTS transport programme.

We have surveyed over 12,000 residents over five phases of engagement relating to travel behaviours during and after the pandemic. Separately, our quarterly *Travel Trends and Behaviours Tracking Survey* (TTABS) monitors travel patterns amongst local residents and their opinions on different modes of travel.

The pandemic has accelerated the use of digital platforms to engage with the public. Our *Keeping the West Midlands Moving* initiative is a thriving online community of over 1,000 residents who share their views on key transport issues. *Commonplace*, an independent online engagement platform, allows residents to give their views Active Travel Fund proposals.

For individual schemes, detailed and comprehensive stakeholder engagement processes will be (or have already been) followed for development and approval – including extensive consultation with political and civic leaders, alongside statutory consultees, contractors and delivery partners. For example, as part of designing, refining and obtaining planning permission for the Metro expansions, a number of consultation exercises were undertaken which met and exceeded statutory requirements for obtaining all necessary planning consents.

Engagement with constituent local authorities on oversight of highways is via our well-established Highways Infrastructure Managers Group. This forum allows sharing of data, asset management and renewal plans and winter service plans in an open environment. This collaborative effort supports our ambition for a well-managed, well-maintained and fit for the future highways network.

We have also significant levels of engagement with local constituents through our work on the Key Route Network. The local authorities have been at the forefront of supporting the development of regional action plans through regular and sustained dialogue. The development and opening of the regional transport coordination centre has attracted significant support from local authorities. Further, the inclusion of regional delivery packages in CRSTS has been supported through our regional road safety partnership and our strategic transport leads from across all local authorities.

8.7 Stakeholder Engagement

Engagement with the public is an essential part of the service's designed and delivered by TfWM. Activity covers everything from tracking surveys covering the general performance of the transport system, to testing new products such as website improvements, to gathering information and feedback on new transport policy and strategy or commenting on major infrastructure proposals such as Sprint.

8.7.1 Approach to Engagement during the Pandemic

Many of the traditional approaches to engaging with the public have become unfeasible during the Covid-19 pandemic such as face-to-face interviews or large-scale postal surveys. Whilst new ways of engaging with the public using digital platforms were already underway pre-Covid, the pandemic has accelerated this approach and enabled project delivery and development to continue. These tools have also allowed TfWM to understand specific concerns or issues on the transport system relating to the operation of services with social distancing and other public health measures in place. It is acknowledged that not all residents are digitally active and in order to ensure a fair representation of residents from across the diverse communities of the West Midlands, alternative approaches such as targeted telephone interviews have also been used where appropriate.

8.7.2 New Engagement Tools

8.7.2.1 Keep West Midlands Moving! Community

In late 2020, as part of the Future Transport Zone programme, Mustard market research agency was appointed by Transport for West Midlands (TfWM) to partner on the build and development of a long-term online community for engagement, consultation and co-creation.

The community has been live since November 2020 and will run for an initial three-year contract (2020-2023). An online community is a forum where participants can share their views on different topics. The community includes both client and member-led discussions and holds activities around key issues related to transport and travel around the West Midlands, putting residents at the heart of decisions in relation to future transport strategy.

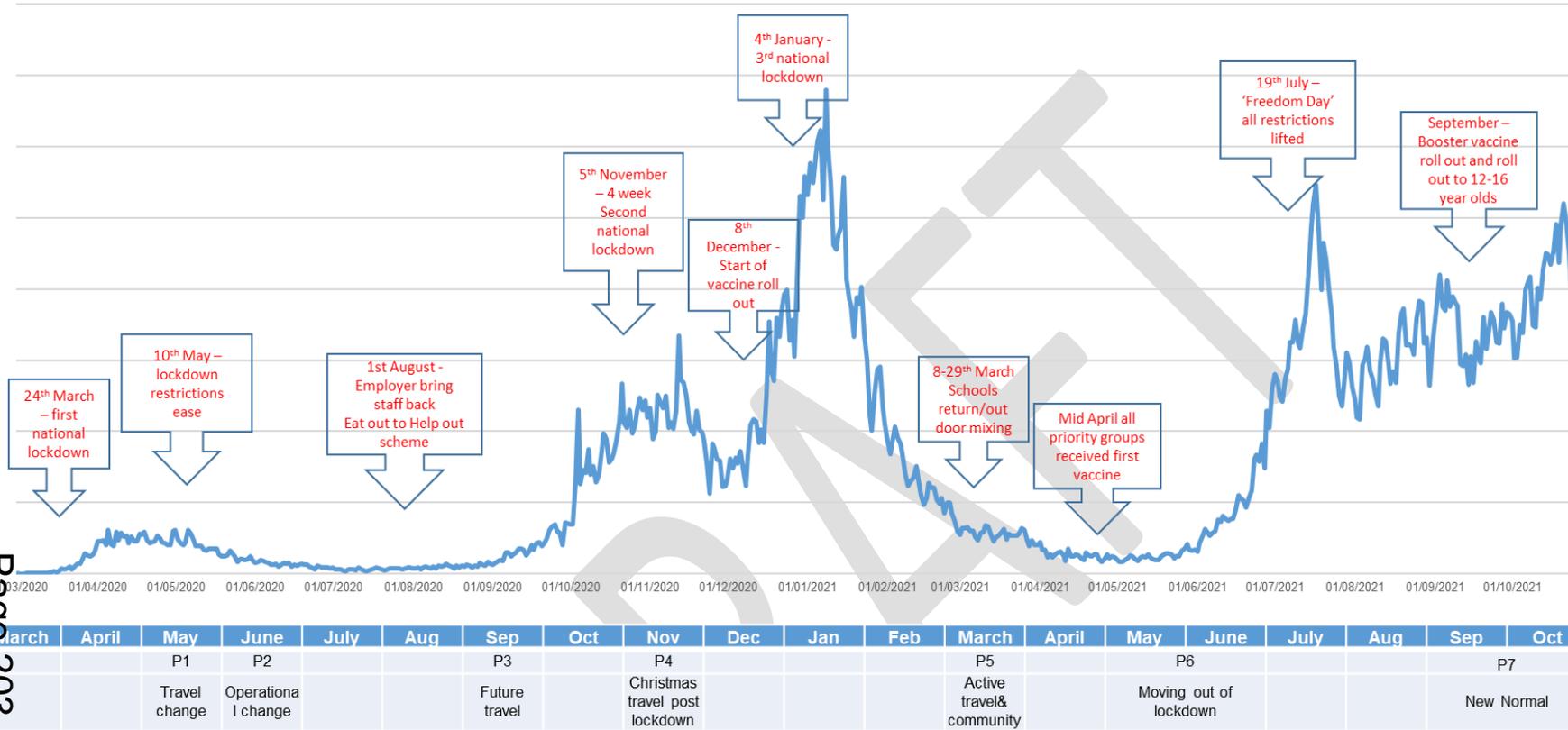
The community currently has 1,042 members who have been engaged on a range of issues including the Commonwealth Games, Future Transport Zone initiatives, The Futures of Transport (for the Local Transport Plan review) and a range of general profiling questions around transport and travel behaviour.

In addition to this community of around 1,000 residents, TfWM has also collected contact details for circa 6,500 residents/regular travellers in the West Midlands who have agreed to be contacted to help shape transport decisions across the region. This group is used to collect quantitative data on a larger scale than the Keep West Midlands Moving! Community, as well as to understand behaviours and sentiments.

8.7.2.2 Covid-19 Travel Surveys

A significant body of research has been undertaken over the last 12 months to understand the response of West Midlands residents to the Covid-19 pandemic, how this had affected their travel behaviours and what their views on future travel were likely to be.

The date and topics of the surveys are shown in the diagram below with circa 12,000 residents responding to the seven phases of engagement undertaken and analysed to date. A further phase focused on active travel (with 772 responses) is currently being analysed by the team and will be reported on in the coming weeks.



The key messages from this body of work include the reliance on public transport for many of our residents, in particular those who do not have access to a car, balanced against the reticence of many former public transport users with a car to return to their previous travel modes. The rise in working from home and the likelihood of this continuing for many people, potentially part-time, post covid was noted, as was the need for public transport to be safe and clean with public health measures such as face coverings to be enforced.

The outputs from this research have been used to support a range of operational activities and has highlighted the need for a significant marketing campaign post-covid to encourage a return to public transport. As the graph below demonstrates, those who have not used the network recently are the most concerned about using or returning to public transport.

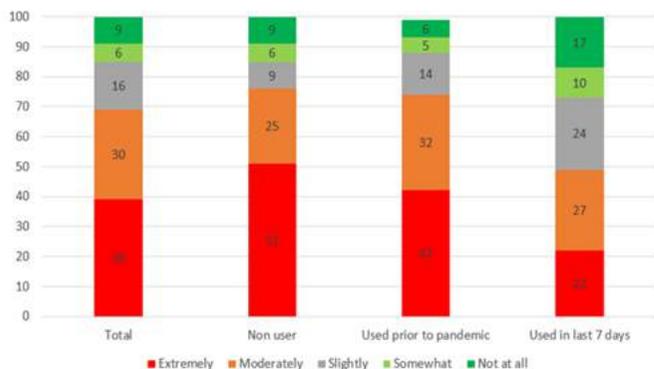


Figure 4: Level of concern about public transport use.

8.7.2.3 Travel Trends and Behaviours Tracking Survey (TTABS)

In addition to the market research activity above TfWM has also begun undertaking a quarterly tracker to assess how attitudes to travel change over time. The Travel Trends and Behaviours Tracking Survey (TTABS) aims to monitor travel patterns amongst residents in the West Midlands and their opinion on different modes of travel. It also looks at the effect of the Covid-19 pandemic on travel patterns and as a representative sample of the West Midlands, it will widen the bespoke approach detailed above. To gather a robust baseline, data from a demographically representative cohort of 500 residents per month has/will be collected from December 2020 to March 2021. The survey aims to:

- Monitor travel habits in the last 7 days
- Measure satisfaction with journeys made in last 7 days by mode of travel
- Look at reasons for not travelling in the last 7 days
- Examine the effects of the Covid-19 pandemic on travel patterns
- Track awareness of WMCA, Mayor of West Midlands and TfWM

8.7.2.4 Commonplace

Commonplace is an independent online engagement platform that has been used to allow residents to give their views on West Midlands Active Travel Fund Package proposals. The Commonplace platform includes a Community Heatmap feature

which allows anyone to drop a pin anywhere on a map and leave a comment on a Commonplace project. Residents can make suggestions, view and agree with other comments, or answer questions customised by decision makers. These kinds of activities might previously have been undertaken at public exhibitions with actual maps and pins, which whilst often very helpful, were also difficult for many people to attend or catered to those with the strongest opinions rather than the community as a whole. With the pace of developing and delivering the active travel measures, this approach has been invaluable in understanding where communities were supportive or had concerns and where alterations or new approaches were needed. Public support has also been a key requirement in unlocking Government funding to support these schemes.

As of February 2021, the site has been accessed by **47,871** unique visitors, with **8,546** individuals actively engaging with the site and leaving comments. The site has created an excellent space for discussion and public insight as to date **11,152** comments have been submitted.

As of the week commencing 1st March the site has 23 schemes published for consultation/initial engagement. During the first week that the schemes were live, we have had 1485 unique visitors viewing the schemes leaving 1685 comments. Across all schemes there is an average of 70% positive or neutral sentiment expressed by the public commenting on the schemes.

8.7.3 CRSTS Engagement

TfWM has a range of tools available to undertake engagement with the public on attitudes, policies and schemes. TfWM will utilise all available tools to ensure that engagement is effective, insightful and useful for future scheme delivery planning.

TfWM will produce an annual CRSTS progress report on our website. The progress report will monitor progress on an annual basis and provide oversight of the programme throughout the CRSTS delivery period.

In addition, the progress and delivery of individual schemes will be tracked and made publicly available through Transport Delivery Committee. As discussed in the Governance section of this chapter, our Transport Delivery Committee will offer scrutiny of delivery as and when required and ensure scheme outputs are delivered as per the programme's objectives. The Transport Delivery Committee will provide updates to the Senior Transport Officer Group (STOG) who will undertake review financial and delivery progress on a monthly basis.

8.8 Monitoring and Evaluation

8.8.1 National Monitoring and Evaluation

TfWM understand the importance of monitoring and evaluating the success of their CRSTS programme, to ensure lessons are learned and evidence future funding settlements, and to ensure accountability that public money is being spent effectively. TfWM therefore confirms that they will participate in national monitoring and evaluation processes set out by the DfT. In line with the CRSTS: Programme Business Case Guidance provided by the DfT, TfWM commits to cooperate with the following national monitoring:

- TfWM will work closely with DfT and the national evaluator to develop the M&E framework for the CRSTS programme, allowing us to build upon our own M&E framework.
- TfWM will provide all required M&E data to DfT on time and in an agreed format and adhere to any further guidance put forward by DfT or the national evaluators.
- TfWM will work with the national evaluator on the design and delivery of experimental evaluations.
- TfWM will identify schemes that could be evaluated via the experimental evaluation, as has been shown below:

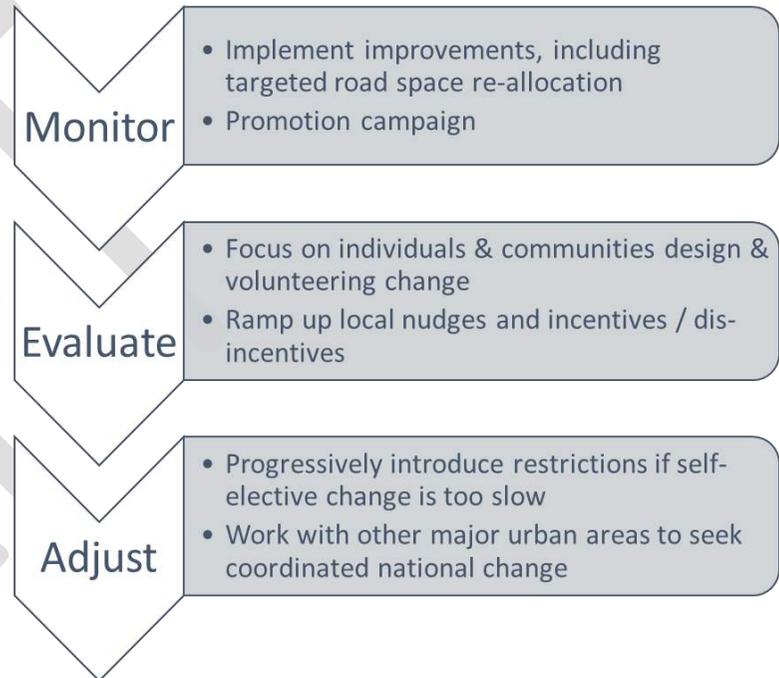
TfWM have identified an initial two schemes which could be put forward for the experimental evaluation. These are new and innovative schemes where findings on outcomes and lessons learnt would be most beneficial from this type of evaluation.

The first scheme is Mobility hubs aiming to deliver on street micro mobility and shared mobility options to residents across the West Midlands, along with a variety of other facilities such as parcel drop off points. This is a new concept where learnings to feed into the evidence base of this type of scheme will be vital.

The second scheme is the cEMV contactless payment broker which will enable contactless payment capping across all operators and modes within the West Midlands. This will be an essential component of any MaaS offering that is taken forward in the West Midlands and therefore a deeper dive evaluation into this would be an integral piece of work to take forward for further learnings.

- TfWM will actively participate in the national process evaluation as required, along with sharing relevant findings with those more widely regarding any scheme specific process evaluation findings.

TfWM are committed to sharing lessons learnt with the DfT and other Combined Authorities nationally. We have successfully participated in national evaluations previously, most notably with the TCF programme, a good model for future national evaluations. Here we have shared outputs, data, expected outcomes and progress towards these as part of the national evaluation allowing an open conversation on schemes within the programme. A clear approach and tools have been used by Transport for Quality of Life to collect regional data and information on scheme outputs that is required year on year for the evaluation across the region and nationally, with certain thematic schemes where learnings are seen as most important requiring deeper dives into their outputs, outcomes, counterfactual and secondary data requirements. This has allowed an effective and proportionate approach to the national evaluation. Likewise, Community of Practice sessions have been attended with other Combined Authorities to share lessons learnt so far for TCF and other programmes e.g. FTZ.



8.8.2 Regional Monitoring and Evaluation

In addition to supporting national monitoring and evaluation, the City Region will undertake its own process in order to monitor and evaluate the success of the CRSTS programme. Success of the CRSTS will be measured through the continual monitoring and evaluation of schemes and projects, to ensure the scheme is delivering against the overall strategic objectives. A Programme level Monitoring and Evaluation Plan will help to ensure the Project Monitoring and Evaluation Plans align to the overall outputs and outcomes to improve scheme tracking.

TfWM have a well-developed Monitoring & Evaluation (M&E) capability that builds on requirements from the 2017 Devolution Deal – indeed, a recent independent review for HM Treasury commended the WMCA on having strengthened our processes over time through a culture of learning from previous projects. We have set aside 0.5% of total CRSTS funding for M&E activities relating to the programme, amounting to £6m over five years.

TfWM has its own Monitoring and Evaluation Framework (published in March 2020) which provides an overarching monitoring and evaluation Framework for transport. The framework forms the basis of all monitoring and evaluation activities associated with transport investment across the Combined Authority, to ensure that project and programme leads have a common understanding of the following:

- Why and for what purpose monitoring and evaluation is being undertaken;
- What level of monitoring and evaluation is required;
- Who should undertake it and when; and
- How it should be done.

As the CRSTS M&E framework develops with the national evaluator in the coming months, this will be integrated into our local monitoring and evaluation approach.

8.8.3 CRSTS Monitoring and Evaluation

TfWM will develop scheme level monitoring and evaluation plans (MEP) for each scheme within the CRSTS programme. Each scheme will be assessed to identify a proportionate level of monitoring and evaluation that is to be required to understand scheme impacts. A current high-level assessment of the potential level of monitoring and evaluation has been undertaken for each scheme within the programme and will be attached to this submission. However, this may be variable to change.

The level of monitoring and evaluation undertaken will vary depending on the size of the scheme and its nature. For example, development type activities are likely to require process/ output monitoring, whilst standard monitoring and evaluation processes will be undertaken for schemes that are Business-As-Usual activities. Enhanced monitoring and evaluation will take place for schemes with significant impacts on outcomes such as air quality and safety schemes. More detailed monitoring and evaluation will also take place for more innovative schemes which require a full assessment on impact, process and value for money to fully determine scheme success and feed into the evidence base and lessons learnt for similar schemes in the future.

All schemes will require a logic map to show their theory of change and the outcomes/ impacts they aim to achieve, along with their objectives. The logic maps will be included within the MEPs with detail on data sources and data collection and evaluation methodology. The MEP will also set out milestones and timescales for this activity. This has been undertaken previously for schemes such as Birmingham City Centre metro extension which be used an example for future milestone setting and reporting.

In terms of milestones, a baseline report, Year 1 M&E report, Year 3-5 M&E report, and process interviews and reports will be undertaken at set intervals depending on the context of the scheme. These milestone reports will be required for schemes which have been identified as requiring standard monitoring and evaluation processes and above. However, there may be some variation to this structure depending on the scheme and if it is proportionate to measured outcomes beyond 1-year post scheme completion. Likewise schemes which will only require process and output monitoring will require reporting only on these factors at timescales dependent on what is being delivered within the scheme. These milestones will be dependent on other scheme delivery milestones.

Where a counterfactual is deemed necessary/ proportionate/ available for the scheme evaluation, this will be identified within the MEP (looking for areas of similar size, transport network etc.) along with information on how data from this area will be obtained. Where a counterfactual is not applicable, a theory of change approach will be used using the scheme logic map to access its attribution to outcomes/ impacts seen. The MEP will set out how the key findings and learning drawn out from the monitoring and evaluation will be disseminated and shared with DfT, across

TfWM and more widely across the region and nationally. The baseline, Year 1 and Year 3/5 reports will be produced and shared as part of the formal reporting process. Likewise, we will take part in any lessons learnt sharing as part of the national evaluation activities. There may also be the potential to share further findings via conference presentation for the most innovative schemes.

The MEP structure will follow previous good examples of MEPs produced for other various TfWM schemes including that for Sprint, University Station, and the recent MEP for Dudley Interchange. For the majority of these schemes requiring standard monitoring or above, the production of MEPs and undertaking of the monitoring activity will likely be required to be done by external consultants due to internal capabilities. However, schemes that likely only require output/ process monitoring may be able to be undertaken in-house by TfWM.

The MEP for each scheme and relevant logic maps will contain their own detailed outcomes which they aim to achieve from the programme. This will be developed during the scheme business case development. However, all CRSTS schemes will contribute outcomes towards achieving the TfWM Local Transport Plan Green Paper 'Five motives for change' to tackle key challenges within the region. These are listed below:

1. Sustaining economic success
2. Creating a fairer society
3. Supporting local communities and places
4. Becoming more active
5. Tackling climate emergency

These objectives link to achieving the following outcomes from the CRSTS programme as mentioned within the previous CRSTS bid submission:

- Accessible and connected public transport system for all
- Affordable public transport for all
- Simplified public transport network and fares/ payment system
- Reduced car reliance
- Improved congestion and air quality
- Decarbonised transport system
- Increased levels active travel
- Mode shift to public transport and micro mobility
- Economic recovery from COVID -19
- Improved road safety and safer streets for active travel
- Residents connected to jobs, education opportunities and services
- Levelling up
- Increase EV take up among residents and freight
- Improved health and well-being

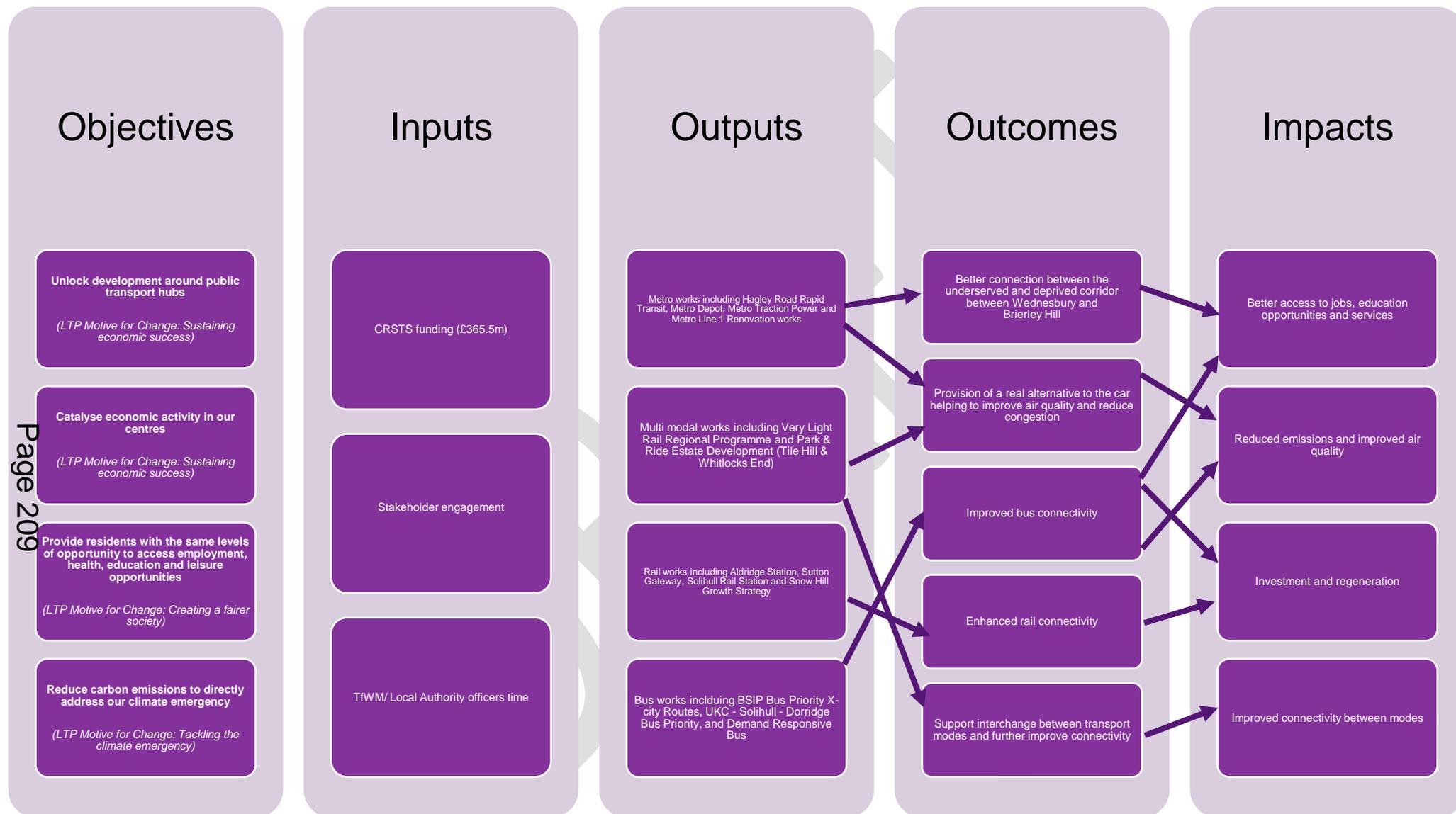
8.8.3.1 Logic Maps

As previously outlined, logic maps will be required for each scheme within the CRSTS to outline its theory of change and the outcomes/ impacts they aim to achieve, along with their objectives.

Example logic maps have been produced for each of the six themes within the CRSTS programme to show programme outcomes and impacts (see Figure 23 to Figure 28).

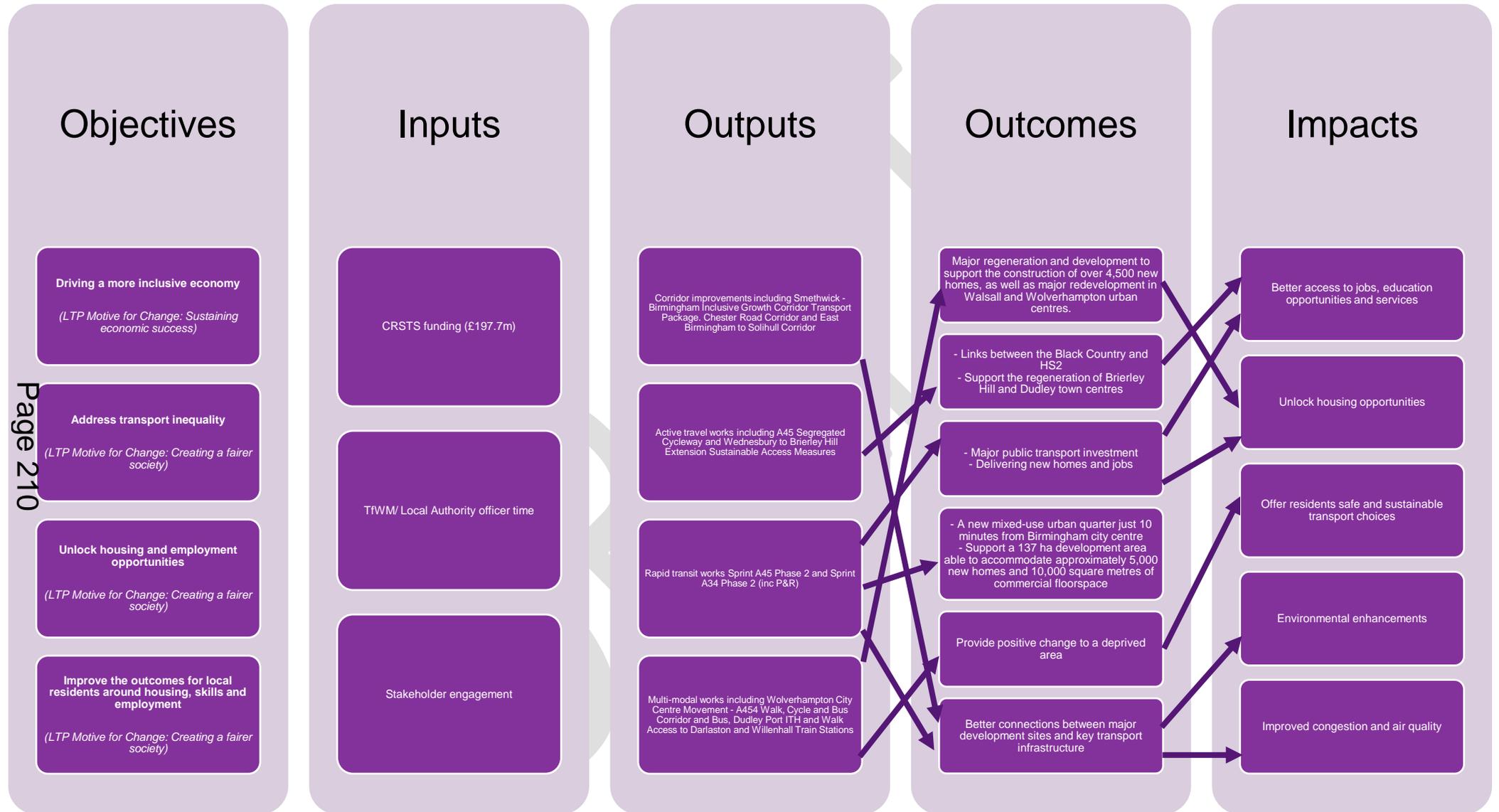
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Figure 23: Theme 1: Connecting our Places Logic Map



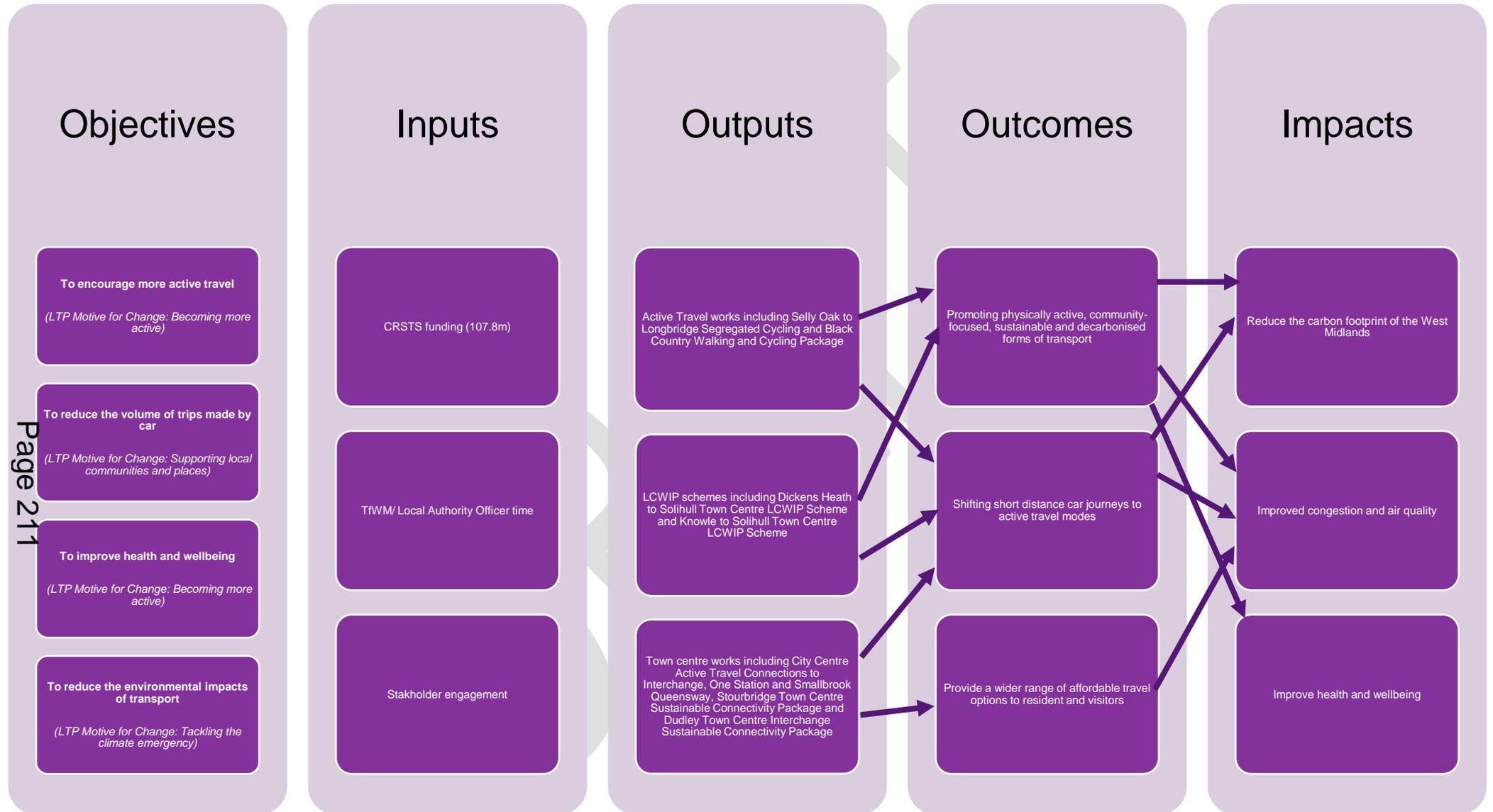
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Figure 24: Theme 2: Supporting Inclusive Growth Logic Map



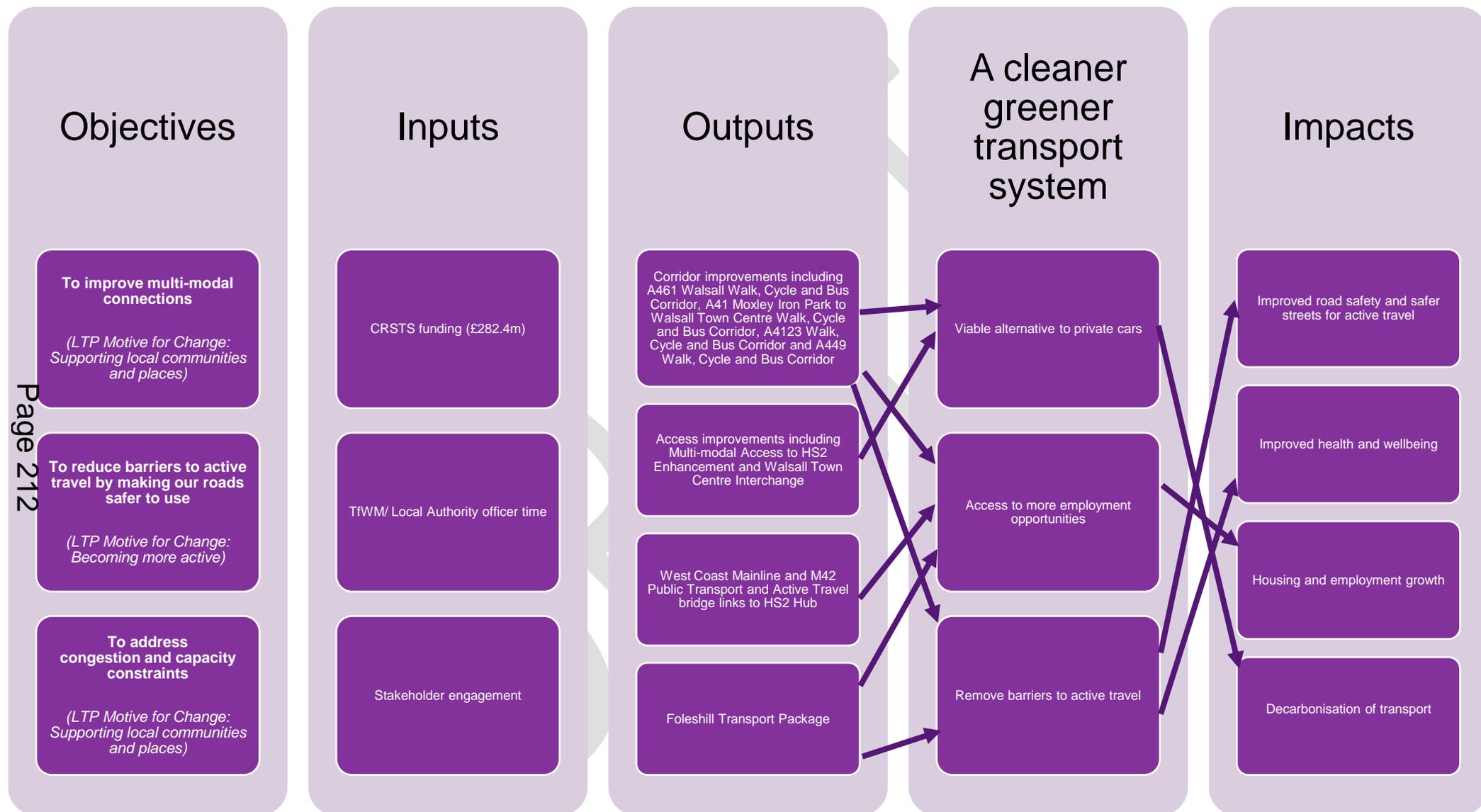
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Figure 25: Theme 3: Healthy Streets and Spaces Logic Map



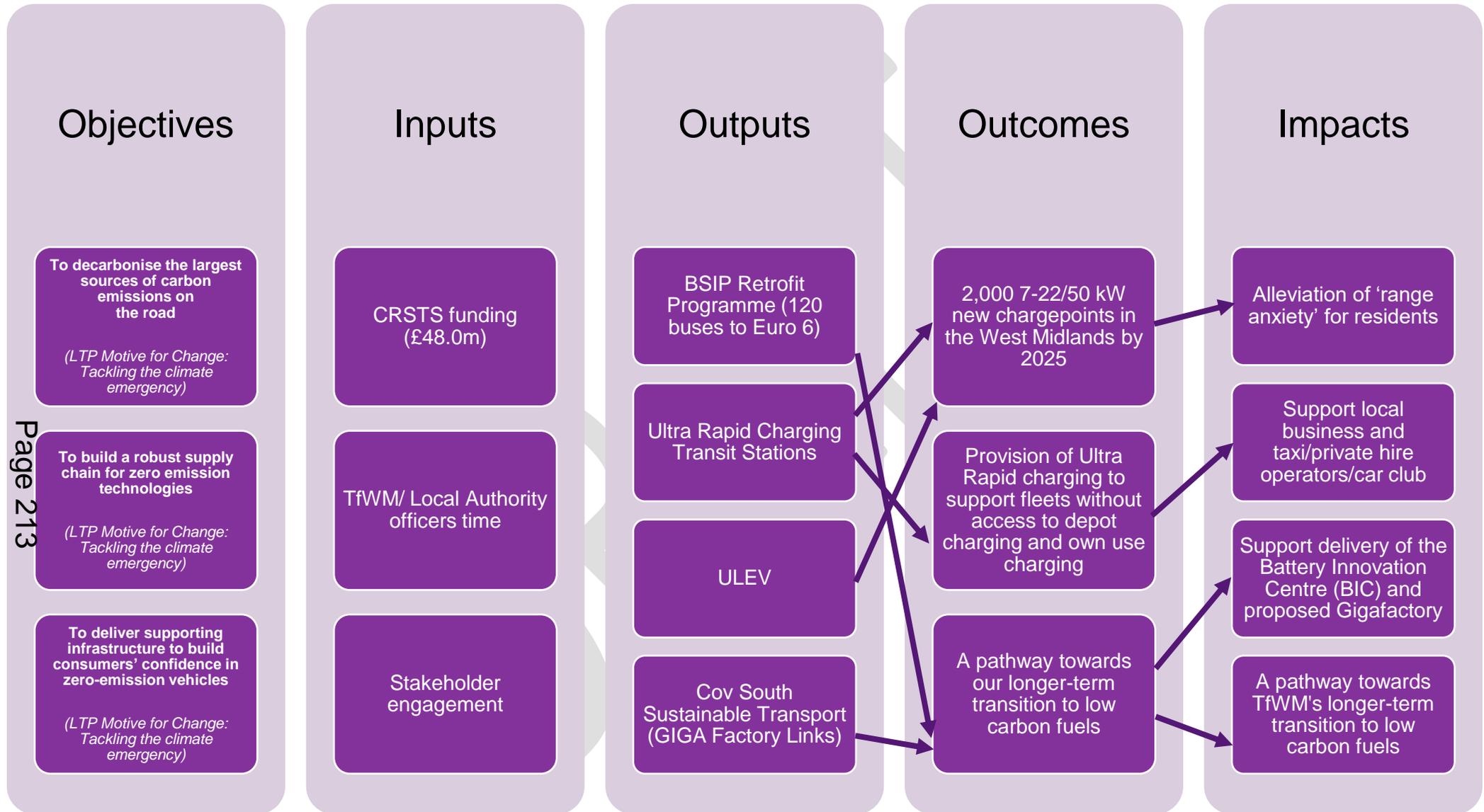
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Figure 26: Theme 4: Creating Resilient Networks and Communities Logic Map



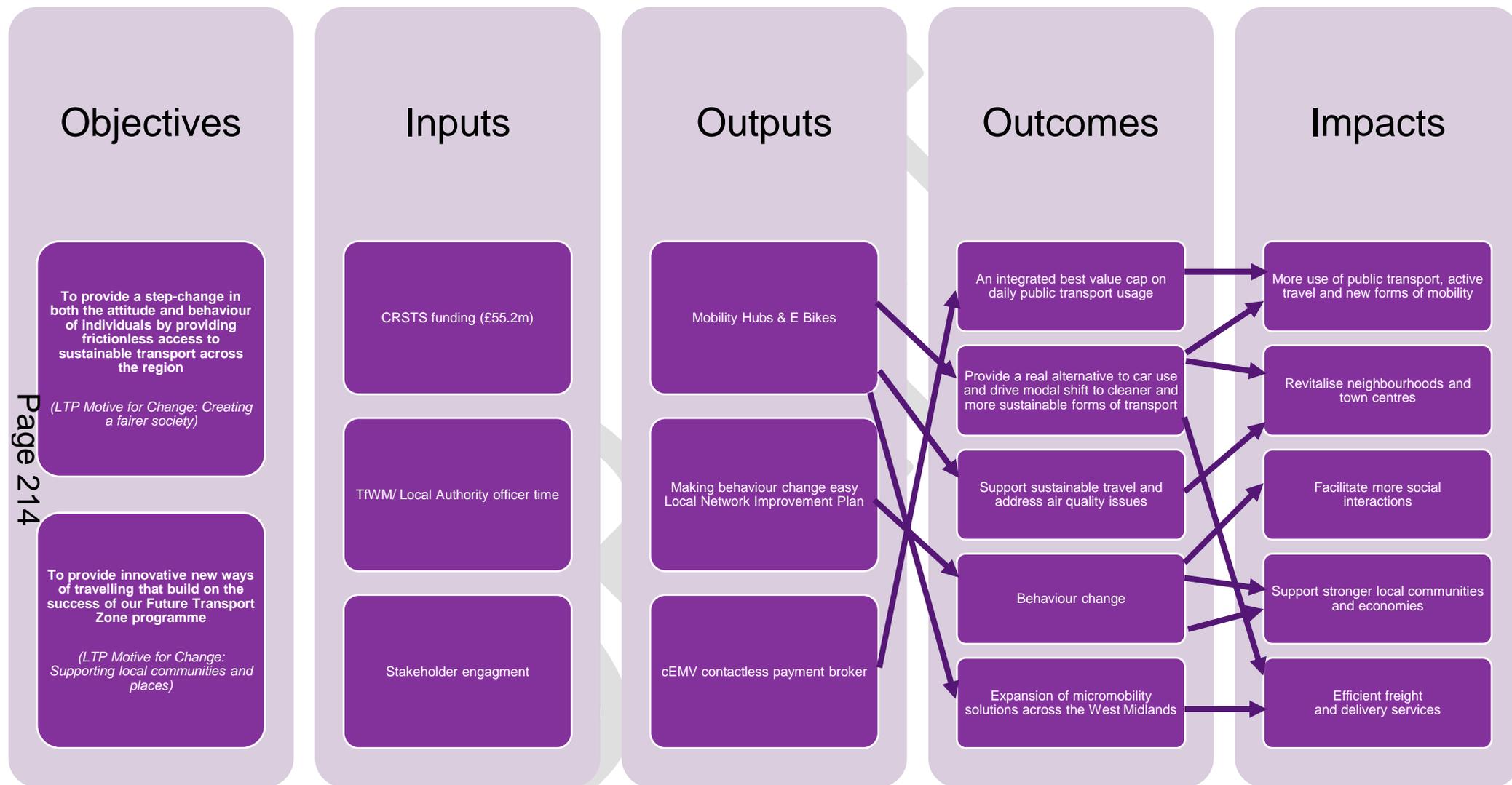
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Figure 27: Theme 5: Delivering a Green Revolution Logic Map



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Figure 28: Theme 6: Making Behaviour Change Easy Logic Map



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West Midlands
Combined Authority

Transport Scrutiny Sub-Committee

Work Programme

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
Q&A: Transport Delivery - 23 February 2022			
Addressing violence against women and girls.	To receive an update on the Government Strategy to ensure women and girls are safe everywhere, and work undertaken to date.	23 March 2022	Anne Shaw
Active Travel Fund - Snapshot Summary	To receive an update on this matter.	23 March 2022	Emma Crowton
Delivery of the WM Metro Extensions - Progress Update	To receive an update on the Metro extension programme and progress to date.	23 March 2022	Anne Shaw

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WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: FEBRUARY 2022 - MARCH 2022

Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
Meeting 11 February 2022					
Final WMCA Budget 2022/23	<p>Purpose: To present the final proposed budget of the WMCA (and TfWM) for 2022/23 to approval.</p> <p>Recommendation(s):</p> <p>Rationale/Background:</p>	Cllr Bob Sleigh	Linda Horne	No	Finance
Regional Air Quality Framework	<p>Purpose: To consider two options for the approach we need to take as a region in order to address the new standards that are being set by the Environment Act 2021 in relation to improving air quality.</p> <p>Recommendation(s):</p> <ol style="list-style-type: none"> 1. Note the report and growing importance of particulate matter in addressing air quality. 2. Note the relationship between local authorities and combined authorities now put in place by the Environment Act 2021. 	Cllr Ian Courts	Ed Cox	No	Environment & Energy



Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
	<p>3. Consider a new a more proactive collaborative working arrangement with local authorities developing air quality plans within a wider West Midlands Air Quality Framework which clarifies roles for different parties and identifies a number of shared working practices.</p> <p>Rationale/Background: This report aims to give an overview of the sources, levels and impacts of air pollution across the West Midlands. It briefly reviews existing work that is taking place to address poor air quality, and provides an indicative summary of additional interventions that might be adopted.</p>				
Meeting 18 March 2022					
Financial Monitoring 2021/22	<p>Purpose: To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.</p> <p>Recommendation(s):</p> <p>Rationale/Background:</p>	Cllr Bob Sleigh	Linda Horne	No	Finance
cEMV (Contactless Ticketing) Broker	<p>Purpose:</p> <p>Recommendation(s):</p> <p>Rationale/Background:</p>	Cllr Ian Ward	Anne Shaw	No	Transport



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Ultra-Rapid Charging Spine	Purpose: Recommendation(s): Rationale/Background:	Cllr Ian Ward	Anne Shaw	No	Transport
Mobility Hubs	Purpose: Recommendation(s): Rationale/Background:	Cllr Ian Ward	Anne Shaw	No	Transport
Enhanced Bus Service Corridor	Purpose: Recommendation(s): Rationale/Background:	Cllr Ian Ward	Anne Shaw	No	Transport

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